

**PARAMETERS OF MANAGERIAL EFFECTIVENESS AND DEVELOPMENT
OF THIRD SECTOR MANAGERS**

AN EMPIRICAL STUDY OF HIV NGO MANAGERS IN INDIA

Shehnaz KAZI

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ABSTRACT

Shehnaz KAZI

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Keywords: Managerial Effectiveness, Human Resource Development, Non-Governmental Organisations (NGOs), HIV, Third Sector, Manager, India

This unique and first-time research explores the parameters of effectiveness among HIV/AIDS and development NGO managers in India. The aim of this research has been investigate and explore how these managers perceive and view their own effectiveness at work. This research contextualises Analoui's Model (1999, 2002) of eight parameters of managerial effectiveness and three contextual factors, which explores and identifies the inter-relationship between the factors and causal influences which form the basis for their increased effectiveness.

The methodology employed include qualitative semi-structured individual interviews with 16 NGOs managers and 2 focus-group interviews with 16 non-managerial staff. The results revealed a myriad of factors and influences concerning the NGO managers' perception, managerial skills and competencies, organizations criteria for effectiveness, opportunities, demands and constraints involved, as well as the inter-organisational relationship and the dominant managerial philosophy of effectiveness. All the parameters of effectiveness and contextual factors of the Model (1999, 2002) apply and are suitable for this context, however, based on the main findings and in-depth discussions, the model has been adapted and modified in order to fit this unique and complex, highly diverse, holistic, multi-faceted and culturally specific context. The findings also indicate to numerous inter-linked factors both internally and externally of the NGOs and, include various training and development (T&D) needs for managers, with implications for the formation of adequate policies and implementation of relevant development programmes to improve and increase NGO managers effectiveness in India.

DEDICATION

This doctoral thesis is dedicated to the souls of my (Late) maternal and paternal grandparent; Poppa and Ammi and Grandad and Grandma and; to my Parents.

‘Grandad’, I remember you every day and miss you very much. Thank You for paving the way for everyone, of who, have followed you and your way to Bradford and beyond. I sincerely Thank You even further for embedding the notion of my ‘ancestral roots’ into me, which has partly contributed towards my intention of carrying out this unique research in India.

‘Happy and Smiling, Always Content
Loved and Respected Wherever You Went
Always so Thoughtful, Loving and Kind
A Beautiful Memory You’ve Left Behind’

And

‘Grandma’, I will never forget your strong-minded attitude, will-power and determination. You recently left us for your heavenly abode, leaving behind valuable memories and your key life teachings. I have no words which can describe my sincere appreciation of your kindness towards me and my husband, Thank You very much.

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LIST OF ABBREVIATIONS

ADB	Asian Development Bank
AIDS	Acquired Immune Deficiency Syndrome
AIT	Asian Institute of Technology
APY	Atal Pension Yojana
ART	Anti-Retroviral Treatment
AVARD	Association for Voluntary Agencies for Rural Development
BCom	Bachelor of Commerce Degree
BONGOs	Business Organised Non-Governmental Organisations
BINGOs	Big International Non-Governmental Organisations
BRAC	Building Resources Across Communities
BSA	British Statement of Ethical Practice Association
CAs	Change Agents
CAS	Central Authentic Service
CBMs	Community Based Management
CBOs	Community Based Organisation
CBS	Community Based Solutions
CBT	Computer-Based Training
CDWs	Community Development Workers
CERD	Centre for Educational Research and Development
CIVICUS	World Alliance for Citizen Participation
CLP	Consumer Lending Product
CSIR	Council for Scientific and Industrial Research
DAPCU	District AIDS Prevention and Control Unit
DCs DFID	Developing Countries Department for International Development
DEWATS	Decentralised Wastewater Treatment Solutions
DONGOs	Donor Organisation: Non-Governmental Organisations
DCs	Developing Countries

EBCs	Economically Backward Classes
EPA	Environmental Protection Agency
GAEC	Ghana Atomic Energy Commission
GDP	Gross Domestic Product HDI Gross Development Index
GIMPA	Ghana Institute of Management and Public Administration
GROs	Grass-Root Organisations
HIV	Human Immunodeficiency Virus
HLP	Housing Loan Product
HR	Human Resources
HRGs	High-Risk Groups
HRD	Human Resource Development
HRM	Human Resource Management
HQ	Head Quarter ICRC's International Committee of Red Cross
ICT	Information Computer Technology
ICVA	Asian NGO Coalition
IDUs	Injecting Drug Users
IFCB	International Forum for Capacity Building
INGOs	International Non-Governmental Organisations
IYW	Indian Institute of Youth Welfare
IMF	International Monetary Fund LDCs Least Developed Countries
IR	Industrial Relations Laws
IRO	Indian Railway Organisation
IR	Industrial Relations Laws
KGBV	Kasturba Gandhi Balika Vidyalay
LDAs	Local Development Associations
LDPs	Learning Development Programmes
LOs	Local Organisations
MAGMO	MAGMO - Welfare Sanstha Nashik

MDGs	Millennium Development Goals
ME	Managerial Effectiveness
M&E	Monitoring and Evaluation
MPhil	Master of Philosophy Degree
MS	Managerial Staff
MSACS	Maharashtra State Aids Control Society
MWs	Migrant Workers
NACO	National Aids Control Organisation
NACP	National Aids Control Program
NCEF	National Clean India Fund
NDB	New Development Bank
NGDOs	Non-Governmental Development Organisations
NGOs	Non-Governmental Organisations
NMS	Non-Managerial Staff
NNM	National Nutrition Mission
NSS	National Service Scheme
OCD	Organisational Change Development
ORWs	Out Reach Workers
PADI	People's Action for Development of India
PDAs	Popular Development Agencies
PhD.	Doctor of Philosophy
PLHA	People Living with Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
PLHIV	People Living with Human Immunodeficiency Virus
PLWA	People Living With AIDS
PM	Personnel Management
PMD	Personnel Management Department
PMGSY	Pradhan Mantri Gram Sadak Yojana
POs	People's Organisations
POP.	Population

POSDCORB	Planning, Organising, Staffing, Directing, Co-ordination, Reporting and Budgeting
PRIA	Society for Participatory Research in India
PVOs	Private Voluntary Organisations
QUANGOs	Quasi Non-Governmental Organisations
RWAs	Relief and Welfare Agencies
SACS	State Aids Control Societies
SAARC	South Asian Association for Regional Cooperation
SDGs	Sustainable Development Goals
SHOs	Self-Help Organisations
SIMS	Strategic Information Management Systems
SNGOs	Southern Non-Governmental Organisations
SRA	Societies Registration Act
SRAs	Social Research Association
STEP	Support to Training and Employment Programme for Women
SWs	Sex Workers
TDs	Truck Drivers
T&D	Training and Development
TI	Target Intervention
TNGOs	Trans-National Non-Governmental Organisations
UN	United Nations
VDAs	Village Development Associations
VNPOs	Voluntary Non Profit Organisations
VOs	Voluntary Organisations

CHAPTER ONE

INTRODUCTION

1.1 Research Background

This chapter describes the vital importance of managerial effectiveness, and the specific relevance it has for managerial staff among the Non-Governmental Organisations (NGOs) sector in India. The aim is to attain a better understanding of the reasoning behind how and why they shape their work, of which, heavily impacts the organisations capacity and goal attainment through their effectiveness.

Currently, India is the second largest country in the world after China, and envisaged to be the leader in population by 2030 at an estimated 1.53 billion. Poverty is widespread in India, and despite HIV/AIDS emerged in India much later than other prone countries, it is estimated to have the second largest population suffering from it, which is after Sub Sahara Africa, at a staggering 2.3 million people. Post 1986, the first case of AIDS was reported in 2001 when the Indian government officially recognised it to be one of the most serious health challenges in the country to date. Those most effected by the disease in India are in the economically productive age group, which further suggests that suffers are in the prime of their working lives and most often, the breadwinner of the family. One of the major roles of the NGO is to bridge and narrow the gap between the HIV/AIDS epidemic into the wider community through effective initiatives and development programmes supported by the government. However, in a country where illiteracy and poor health is widespread, HIV/AIDS not only impacts the effected individual, but in fact, presents a daunting challenge for the society and country at large.

The importance of human resources and development in a NGO organisation are unique and should not be ignored, nor overemphasised, as it is a fundamental strength upon which managerial effectiveness and the NGOs progressive improvements are primarily based on. NGOs now have a high demand for skilled employees in order to support the organisation strive and attain its goals, therefore, the effectiveness of NGO managers' needs thus; need to be given high

priority. In a developing country like India, the concept of management and development has and continues to evolve rapidly, and the third sector continues to increasingly play a balancing role between the state and its people, ensuring that fundamental right and governmental schemes are easily accessible. Being the bridge, an NGOs role in streamlining these services and awareness is vital for the healthy functioning of any democracy. Moreover, gender specific issues, marginalisation, stigma and discrimination and, the paramount need for societal education and development into HIV/AIDS awareness and prevention, are among the specific issues that NGO managers are challenged with to bring to the forefront. Hence, looking at the magnitude of these challenges, investing in the human resource management (HRM) and human resource development (HRD) for the improved and continued effectiveness of NGO managers is of paramount importance.

1.2 Background Information: Managerial Effectiveness

According to the role, knowledge and position of the managers, they are responsible in some way, for the organisational capacity in order to perform and attain results. The challenges involved in understanding managerial behaviour is pointed out by Analoui (1997, 2002) who further views the importance of considering managers 'as they are and not just role players as has been suggested by recent writers, but as creators of reality for themselves and others through their meaningful and purposeful behaviours'. Considering the third sector environment, Drucker (2001:12) states that 'non-profit institutions need appropriate measurements in a number of areas specific to their mission. Performance has to be built into the enterprise and its management, it has to be measured-or at least judged-and it has to be continually improved. Managers who understand these principles and function in their light will be achieving, accomplished managers'. Moreover, the presence of sufficient numbers of effective managers whose views determine the choices made towards the achievement of the organisations and even nations goals, success and sustainability, is in fact, determined by effective managers (Analoui 1997:2). It is further argued as both Kreitner (2001:7) and Mullins (2007:461) point out that effectiveness entails the prompt achievement of an objective, whereas efficiency, concerns the resources required to achieve it, thus, the relationship between

effectiveness and efficiency is an important one, which presents managers with continuous challenges.

Effectiveness of managers is an important element in current contemporary organisations (Bao 2010), as they need effective and competent managers to be able to reach their objectives and goals both efficiently and effectively. Moreover, managerial effectiveness is a key component which enables effectual operation and delivery of complex initiatives (Analoui 1999). Managers' self-development is a vital element (Analoui 1995) and inevitably, effectiveness is associated with training and development, as Drucker (1988:14) agrees that 'the development of the executives effectiveness will challenge directors goals and the purpose of the organisation and will also raise the egos of its people from preoccupation with problems to visions of opportunity, from concern with weakness to exploitation of strengths'.

Accordingly, skills and competencies count for only a percentage of the requirements for effectiveness (Analoui et al. 2011). Moreover, management may be viewed as a necessity for leadership in which the achievement of the organisational goal is vital, and managers strive to operate in a situation with optimum performance outcomes. The performance of managers and how effective they are in any given situation is ultimately related to many variables from an individual to the organisational dimensions. Therefore, management revolves around the creation of sustaining effectiveness, as managers are responsible for the effective utilisation of the available resources and, the continued well-being of the organisation is ultimately the product of their effectiveness (Dunnette 1971).

Consequently, not only is managerial effectiveness illusive in nature and a concept difficult to quantify (Brodie and Bennet 1979), difficult to measure (Dunnette 1971), and debated among multi-national agencies, and acknowledged by prominent researchers including Mintzberg (1973), Langford (1979), Margerison (1984) and Analoui (2007). The recent focus on managerial effectiveness places overwhelming significance on the role of managers and their performance to attain results. From this perspective managerial effectiveness

concerns relate to; self-development, skills, knowledge, abilities, competencies and, capabilities in terms of profitable, quality service and productivity, depending on the context which they perform (Analoui 1995; 1997; Mullins 1993). Management is therefore, concerned with and creating and sustaining effectiveness as Carnall and Maxwell (1988:15) state. The well-being of the organisation and the effective utilisation of scarce resources is ultimately the product of the managers own effectiveness (Dunnette 1971). Attention for managerial effectiveness to be related to the managers own self-development is vital, and not only viewed in terms of capacity and competence to perform task-related or focus on people-related aspects (Analoui 1995). It is therefore, paramount that managerial effectiveness needs to be given continuous importance in relation to managers development and inevitably, effectiveness is associated with training and development (T&D) as Drucker (1988:14) states, 'the development of the executives effectiveness will challenge directors goals and the purpose of the organisation and will also raise the ego of its people from preoccupation with problems to visions of opportunity, from concern with weakness to exploitation of strengths'. Consequently, developments in managerial effectiveness research have revealed that skills and competencies account for only a percentage of the requirement for effectiveness (Analoui et al. 2011).

Overall, the notion of managerial effectiveness is undoubtedly associated to training and development (T&D); therefore, in the context of this research, this is of vital concern for the NGOs in India, as they are complex in terms of their operations and employee strength. They are concerned with social development and the empowerment of members from the high-risk groups rather than profit generation, and hence, they are furthermore confronted with distinct challenges in the area of managers' development and training for effectiveness.

1.3 Nature of Managerial Effectiveness

Until recently, the evolution of managerial effectiveness primarily focused on organisational setting (Mullins 1993) coupled with social, cultural and political contexts (Jones 1988; Kiggundo 1989; Analoui 1999; Analoui and Karami 2003),

and debated within the boundaries of an open system (Wilcocks 1992) rather than on the managers themselves. For the survival, development and growth of the organisation, the concept of managerial effectiveness has caught the attention of theorists, practitioners and researchers. Their attention focuses on the elements of the managers own choices and numerous issues relating to managers performance, in addition to, as Stewart (1982, 1991) states, the contributing factors derived from causal and behavioural influences from within their immediate and wider socio-economic and cultural settings. Furthermore, their perceptions and understanding of what constitutes effectiveness is of paramount investigation (Kakabadse et al. 1987; Analoui 1999, 2007). Since managers are acknowledged as major contributors towards the well-being, forward-thinking and positive development of organisational change, these issues relate to the sources of influences, which inevitably include the managers own perceptions which contribute towards their own behaviour and effectiveness.

Analoui's (1999, 2002) pioneering study in Ghana identified eight clusters of influences, namely the parameters of managerial effectiveness and three contexts, which revealed the extent of behavioural influence of the individual manager and their effectiveness. These parameters include; perception, skills, organisational criteria, motivation, demands and constraints, choices and opportunities, inter-organisational relationships and dominant managerial philosophy, which are presented and briefly discussed in Figure: 1.1. Moreover, it is the three contextual factors which make the difference, these are; personal, organisation and external environmental factors, which heavily contribute towards the behavioural influences of individual managerial effectiveness. It is precisely through the adoption of this model that this research aims to explain the need for this exploratory investigative analysis. Hence, examining the relevance of the parameters and contextual factors in relation to NGO managers' effectiveness in the Maharashtra State of India.

1.4 NGO Management

Literature on NGO management is emerging; hence, it can be termed as a new phenomenon. It is far more complex than that of the profit-making organisation, the difference being that NGO management takes the human approach, while

other sector organisations prioritise the level of profit as a result in operation of their organisation. Hudson (1999) states, the debate to design the management system of NGOs needs to be distinct from that of the private and public organisation, and both human resource management (HRM) and human resource development (HRD) are an important function of the NGO of which, should not be located in the personnel management department (PM), in fact, as Fowler (1997:83) adds, it needs to be incorporated as a task of the manager. The work of Drucker (1988), Brown (1991), Korten (1991), Hudson (1999), and Hailey (2006) has contributed towards improving the management crisis in the NGO sector, which has resulted in trial and error practices, and the adopting of the some strategic management approaches.

According to Rahman (2003), South Asian NGOs encounter the problems of; human resources (HR), financial management, information, networking resource management, development and operations management. To cope with these concerns, NGOs have been heavily dependent on corporate sector management and methods, which for most of the time, has neglected the values of the third sector. Consequently, Hudson (1999) advocates that NGO management should follow the concept of strategic management, as it focuses its relationship between the organisation and the environment, an approach which found its way into the development and social sector as a way to make the best use of scarce resources.

1.5 NGOs and Managerial Effectiveness

NGO managers face extraordinary challenges at both personal and organisational levels, and work long hours usually with limited resources in uncertain and volatile political and economic circumstances in order to help the marginalised and disadvantaged members of society. The complex challenges NGO managers have to contend with is evident in the emerging literature and research (Smillie 1995; Fowler 1997; Eada 2000; Lewis 2001; Smillie and Hailey 2001; Edwards and Fowler 2002; Hailey and James 2004; James et al. 2005), of which, Hailey (2006) concludes these challenges as, demanding and distinct from those experienced by managers of the other sectors. Consequently, Fowler (1997:75) states that with the progression of time, potential NGO managers need

to be moulded according to their experiences, interpretations, motivations and processes.

Although NGO capacity is essential in order to achieve goals and missions, leadership and management are critically vital elements for effectiveness and viability. Sogge (1996) states that within the NGO arena, despite the job description and position coupled with the natural outcome of voluntary commitment and co-ownership, leadership and management are highly personalised, as the individual manager is always expected to make a qualitative difference to how things get done. It is paramount that managerial development needs become a priority for the NGO organisation; moreover, considering the rapidly changing nature and structure of the third sector environment in the developing country India, it is strategically and crucially necessary to invest in managers training and development (T&D) in order to face and contend with these demands and challenges. As Analoui and Karami (2003) state, it is an issue of central importance for all those concerned with capacity building as the world of NGO organisations and its management is continually changing.

1.6 Management and Training in Developing Countries: NGO Sector, India

Underlying factor for effectiveness of the NGOs is a commitment to management. Drucker (2001:2005) mentions that NGOs are dedicated to 'doing good' who further realise that these intentions should not be substituted for its management effectiveness, accountability, performance and results.

The training and development (T&D) of efficient managers is paramount in the NGO Sector, and even more so relevant and crucial among NGO managers in India. Analoui (2007) states that the development of human resources is a sensitive task for management and for human resource management (HRM) itself, hence, training programmes constitute the pre-requisites for increased managerial effectiveness. Additionally, Drucker (1974:402) mentions that managers must be ready to identify the importance of participating in development activities and programmes. Managers are a vital and important framework and resource for the NGOs, as the organisations effectiveness is primarily dependant and determined by the quality of management who assume

the role and responsibility for policy and decision-making (Analoui 1997; 1999; Analoui and Karami 2003).

Modern management theorists such as Drucker (2001:10) states that management is not only about human beings, to make their strengths effective and weaknesses irrelevant, in fact, it is heavily embedded in culture. One of the major challenges managers in developing countries like India have to contend with, are to find and identify sections of their own history, traditions and culture as their foundations. Until recently, it was recognised that India's backwardness was largely due to being unable to adopt modern and western management concepts into their own cultural environments and develop them. Hence, as Ndegwa et al. (1987:178) stress, as managers play an important role, developing and emerging countries must give paramount priority to develop efficient managers.

The shortage of resources is one factor which in turn, increases the need for effective managers at all levels of the NGO. Drucker (2001:11) additionally states that 'management must also enable the enterprise and each of its members to grow and develop as needs and opportunities change. Every enterprise is a learning and teaching institution. Training and development (T&D) must be built into it on all levels – training and development that never stop'. Considering the fact that management quality is an important factor upon which the success of the organisation is held, it is therefore, paramount for managers to improve their knowledge, technical, intellectual and social skills and abilities through human resource development (HRD (Analoui 1997). Management development objectives and activities need to be grounded in the NGOs strategy, making them suitable for organisational situation, be flexible and adapt to managerial changes, and able to be adaptable to the rapidly changing environments. Thus, for training to advance, NGOs must acknowledge the necessity and importance of training and development (T&D) for increased managerial effectiveness (Kakabadse et al. 1987). These and other considerations highlight the need to adopt more contingent views of management development which lead to objectives, policies, approaches, practices and activities that are organisation focused and contextual (David 1995; Wheelen 1998). In the context of NGOs in India, these need to be

firmly grounded into their organisational strategy. Moreover, they must be moulded according to the NGOs situation and be flexible and adaptable enough to changes and progress as the NGO managers develop and increase their effectiveness at work.

Comprehensive research needs to be carried out questioning on how to improve India's NGOs capacity functions through adequate management and development. To achieve this, the most prominent management resource, the NGOs managers need to be given consideration in relation to their own managerial perceptions, as their efficiency needs to be focused towards improving the conditions for members from the high-risk groups, developing the society and community, and thus, achieving successful goal attainment.

1.7 Purpose of this Research Study

This unique and first-time research explores the effectiveness of NGO managers in India. Moreover, it investigates and explores how managers themselves perceive and view their own effectiveness at work. Based on this, it is envisaged that NGO managers' effectiveness will be improved and can be developed further, therefore, by improving the managerial effectiveness of these managers and the NGO organisations as a whole.

The overall purpose of this study is to explore and examine the factors and influences which determine the effectiveness of NGO managers in the developing country, India. Theoretically, this research contextualises the work done in the Ghanaian Public Sector on the eight parameters of effectiveness and three contextual factors developed by Analoui (1999, 2002). Through this, it has been contextualised where the Model of eight parameters of effectiveness as shown in Figure: 1.1, has been used as a base from which to explore the parameters and contextual factors for the managers effectiveness and development among the NGOs in India. Suggestions will be made which will contribute towards and improve the content and context of NGO managers' work. It also explores possible ways to improve the quality of management team members through the examination of perceptions and multiple perspectives in relation to NGO managers increased effectiveness at work.

Therefore, the aim of this research is;

‘To explore the parameters of managerial effectiveness among the managerial staff of HIV/AIDS NGOs in India’

Upon the investigation, suggestions will be made to current managerial styles to improve the content and context of the NGO managers’ work. The primary concern of this research is to explore ways and approaches to improve the quality of managers and management within the NGOs sector in India. As a result, the objective of this study is to propose strategic guidelines for the improved quality, content of management training, development policies and programmes in relation to NGO managers’ effectiveness. Therefore, the present study will contribute to improving; the managers, the NGOs itself, and provide suggestions for increased productivity of the NGO sector in India as a whole.

Additional objectives of this study which contribute towards reaching the main aim of this research, is to explore what the actual training and development (T&D) needs of the NGO managers are. The following objectives will be the focus and drive, which will provide an exploration into the core elements of this research;

- A critical review of the literature on management, development, managerial effectiveness and NGOs management
- Understand the perceptions and views of managerial staff of the 8 parameters and 3 contexts
- Assessing the implications for improving the managerial effectiveness in these NGOs and other NGOs
- Contribution towards policy formation of human resource development (HRD) and development of NGOs
- Identify the implication, if any, for other NGOs in India and other developing countries as the whole

1.7.1 Research Question

Previous research has extracted issues of a significant nature, of which, require further investigation. Significantly, this first time study is an exploration into the managerial effectiveness of NGO managers in India, and contextualises Analoui's Model (1999, 2002) of eight parameters of managerial effectiveness and three contextual factors. In an attempt to highlight important considerations for the development of NGO managers' effectiveness and others among the third sector in the developing country, India, this study seeks to answer the following main question;

Main research question:

'How do the managerial staff of the NGOs in India perceive their own effectiveness?

One aspect of this inquiry into the effectiveness of NGO managers in India comprises of four sub-research questions that form the basis of this exploratory study, these include:

Sub-research questions:

1. What are the main influencing parameters for managerial effectiveness among these NGO managerial staff members?
2. What are the personal, internal (NGO environment) and external (country, social and society) factors that contribute towards the limitations or increase in effectiveness of the managerial staffs' role, and mission of the NGOs?
3. What human resource management (HRM) and human resource development (HRD) strategies and policies are crucial for the NGOs managerial staffs 'continued managerial effectiveness?
4. What are the implications for Policy formation and future interventions?

1.7.2 Statement of the Research Problem

NGO managers in India have to contend with highly complex and numerous challenges and barriers, which are ultimately connected to the development of the society. Moreover, a clear deficiency is evident in the required skills and various abilities in relation to their effective leadership at work, which is a major concern for the overall management, development and capacity building aspects of the NGOs.

Skills, knowledge and competencies which are associated with the sphere of management are essential, as they contribute towards bridging the gap and linking organisational effectiveness, performance and community development. Mintzberg (1973) and Drucker (1974) both indicate that, the overall success of the organisation and ultimately the development of a nation, relies on the effective execution of how effective managers carry out their roles. In spite of this, research evidently indicates that these skills, knowledge and abilities not only constitute towards part of the problem, moreover, there has to be a greater need, demand and appreciation for managerial effectiveness. Not only is the management of NGOs different to that of the public and private sector organisations, moreover, the workforce, especially that of the NGO managers who execute and operate community development programmes and initiatives, their characteristics, roles, duties and responsibilities are that of a very unique and complex nature.

It has been established through the review of literature that NGO managers face extraordinary challenges at both personal and organisational levels, they usually have limited resources in uncertain and volatile circumstances as they help marginalised and disadvantaged members of society. Consequently, as Hailey (2006) concludes, these challenges are; demanding and distinct from those experienced by managers of the other sectors. There is not only an urgency to provide relevant support; moreover, there is a vital need to develop a new generation of managers specifically for the third sector. NGO managers need to be provided with unique leadership development programmes which incorporate best practice and current experience rather than, a repetition of existing, traditional approaches of leadership and managerial development. For effective

NGO organisational development, the individual manager is always expected to make a qualitative difference to how things get done, as Fowler (1997:43) states, this needs to be carried out by competent and well-managed people. Although the NGOs capacity is essential in order to achieve goals and missions, the managers leadership and management are equally and critically vital elements for effectiveness and viability.

The distinctive and critical tasks of the NGO manager is to provide consistent guidance and moral ethos and to retain and promote sensitivity to deprivation and injustice experienced by the marginalised members of society. They need to build up a culture of association within the NGO itself, which encourages sharing, promotes reflection for learning, and, brings coherence between its members and the NGOs objectives. Furthermore, NGO managers are a vital support in relation to the psychological needs and frustrations of other staff members and volunteers, hence, consideration must be given towards their individual perceptions, values and collective needs, just as the critical task of putting the process of personal relations into sustainable development and enabling followers to become leaders themselves is, in addition, of paramount importance. Thus, there is an urgent need for NGOs in India to be alert and assess the rapidly changing environment they are currently faced with, which includes various demands and, prospective opportunities.

Although management development and training have gained general recognition in many countries, there has been an absence in assessing managerial effectiveness (ME), management and human resource management (HRD) needs especially in developing countries among the third sector organisations. Consequently, NGOs have had to improvise and manage somehow according to the situation without a clear determination of the required needs for their managers' effectiveness at work. Considering this, there needs to be a greater sensitivity and more demand towards managerial effectiveness in order to increase the effectiveness of NGO managers. Additionally, the relevance for further management improvements in developing countries, various actions needs to be implemented. Therefore, it is strategically vital and crucial for the NGOs management to address and invest in leadership and managerial

development, and time, energy and financial resources. Moreover, NGO managers in this context need to be moulded through adequate development and training according to their experiences, interpretations, motivations and processes; which inevitably will contribute towards their own increased effectiveness at work.

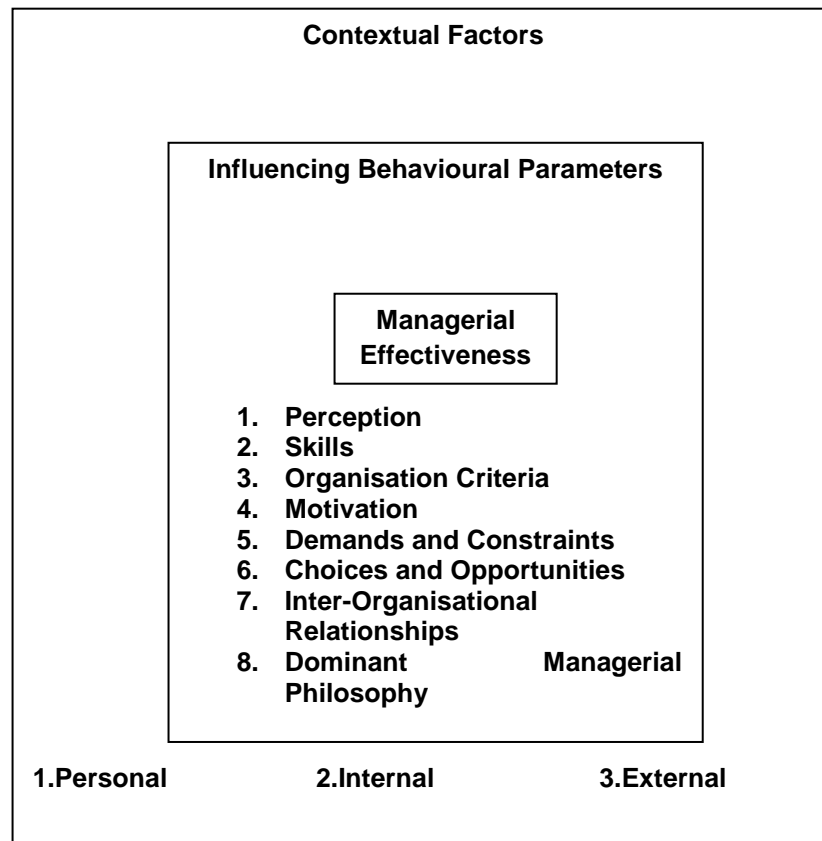
Thus, the researcher intends to conduct an empirical study on the most urgent needs, which is, to explore the multi-faceted perceptions and perspectives of managerial effectiveness among NGO managers at work, who are ultimately a vital resource of the organisation within the third sector environment in the developing country in India.

1.8 Exploratory Conceptual Framework

The concept of managerial effectiveness has been widely investigated and the concept of it continues to attract the attention of scholars, researchers and practitioners. However, despite a wealth of documented research concerning the importance of various aspects of managerial effectiveness is evident (Reddin 1970, Langford 1979, Wilcocks 1992, Labbaf 1996, Analoui 1999, 2002, Ahmed 2008, Al-Hajji 2011, Marouf 2014), there is no evidence which assesses the need of managerial effectiveness among the NGO sector in developing countries, such as in India. Therefore, this research is an attempt to explore the concept based primarily on the 'Parameters of effectiveness' developed by Analoui (1999, 2002).

Theoretically, this research contextualises Analoui's Model (1999, 2002) which was developed in the Ghanaian public sector and has been further conducted within various other public sector organisations within developing countries. Moreover, it explores the implications of the model as shown in Figure:1.1, for managerial development and increased effectiveness among NGO managers within the third sector in the developing country, India.

Figure: 1.1 The Model of Eight Parameters of Managerial Effectiveness



Source: Adapted from Analoui (1999, 2002)

1.9 Methodology

This unique qualitative research consists of an exploratory analysis in relation to understanding the perceptions and effectiveness of NGO managers in India. Table: 1.1 shows the basic framework of this research which adopts a holistic, interpretivist approach to explore the socially constructed meanings of how and why the NGOs managerial staff make sense of, and structure their experiences. Hence, developing a complex view of the parameters of managerial effectiveness. Moreover, it is an attempt to understand multiple realities by focusing on their own perceptions and experiences, and to make sense of how they perceive their overall managerial effectiveness and development at work.

Table: 1.1 Framework for this Qualitative Research

Research Design	Philosophical Worldview	Strategy of Inquiry	Research Method(s)
Qualitative	Interpretivist / Social construction Inductive	Collective Case Study	Secondary Data Interviews Focus group

Source: Adopted from Robson (1997) and Creswell (1998, 2011)

The framework of this qualitative study which focuses on NGO managers in India, attempts to answer the 'how' and 'why' questions which according to Robson (1997) and Creswell (1998, 2011), is ideally answered with the case study approach. The purpose of this inductive inquiry and collective case study, is to explore the factors and elements associated with managerial effectiveness, guided by the model (1999, 2002) for NGO managers in India. Furthermore, this approach is able to elicit multiple perspectives, therefore, the flexibility of potential methods of data collection is a much valued and positive attribute.

Data will be gathered using two specifically-designed qualitative instruments in the field. A series of individual semi-structured interviews with a total of 16 NGO managers as shown in Table: 1.2 and two focus-group interviews with a total of 16 non-managerial staff members as shown in Table: 1.3.

Table: 1.2 Breakdown of NGO Managers in this Study

No	NGO Code	Technical Specialist	Fist Line Manager	Middle Level Manager / Programme Manager	Executive Director / Senior Manager	Total
1	A	1	1	5	1	8
2	B	1		3	1	5
3	C	1			1	2
4	D	1				1
Total		4	1	8	3	16

Source: Data analysis

It is envisaged that this provides the necessary flexibility needed to generate information related to the parameters of effectiveness as perceived by the NGO managers and non-managerial staff members involved. Additionally, this enables the researcher to develop both depth and breadth of the data.

Moreover, in order to gain a more in-depth exploration of what factors, perceptions and processes contribute and influence the effectiveness of NGO managerial staff, the decision to involve a sample of non-managerial staff members who work under the command of the managers is also included. Their impressions of their managers effectiveness is explored, which will extract deep-rooted elements associated with the NGO managers' effectiveness.

Table: 1.3 Breakdown of Non-Managerial Staff Members in this Study

No	NGO Code	Change Agents (CAs)		Total
		Community Based Development Workers (CDWs)	Volunteers	
1	A	8	0	8
2	C	0	8	8
Total		8	8	16

Source: Data analysis

The primary data will be supplemented with secondary data obtained from official published reports and available data from the NGOs concerning the history, evolution and development of the third sector organisations in India. Additionally, an individual profile of each participating NGO which includes their role and functions within the community at local, district and state levels will be presented in the review of the literature within the country profile.

In this research, a framework with features of thematic coding and conceptual analysis approaches will be used to analyse the data. The framework is therefore guided in the following stages;

1. Transcribe and familiarise with the data
2. Focus the analysis – review the purpose of the evaluation
3. Classify the data – code and record the data
4. Reduce the data – Identify patterns/relationships/findings within and between the themes/categories
5. Content analysis – meaning and interpretations and consider what the categories/patterns mean and refer to the initial research question
6. Integration – to examine and compare the different aspects of the data using tables, charts, figures and direct quotes to convey the findings

1.10 Structure of the Thesis

This thesis consists of seven chapters as follows:

Chapter one provides the introductory discussion outlining the relevant background information, rationale, aims and objectives, and the qualitative methodological approach employed for exploring the parameters of effectiveness and contextual factors in relation to managerial effectiveness among NGO managers in India.

Chapter two consists of four substantial and detailed sections which deals with literature related to the research question. These are: (1) the development of managerial schools of thought- Classical, Human Relation and Open System. (2) The emphasis is placed on understanding managers and managerial effectiveness. (3) An in-depth review on understanding the vital elements of NGO management and managerial effectiveness, focusing on the case of India, and coupled with a review of existing studies carried out. (4) The exploratory framework of Analoui's Model (1999, 2002) of the eight parameters of managerial effectiveness and the three contextual influences adopted for this research is presented and explained in detail.

Chapter three is a country review and profile, which deals with historical and present pertinent information in relation to the HIV/AIDS epidemic and development in India. Using the secondary data to understand the position and role of NGOs in dealing with the concerns and issues of the development crisis in India is furthermore achieved. Additionally, the role and relationship of the government, the Sustainable Development Goals (SDGs) and intervention programmes with the NGOs is presented, and a profile of each participating NGO is also presented.

Chapter four examines the alternative methodological approaches to researchers which includes; a comprehensive discussion of methodology, the underlying philosophical stance and assumptions of epistemology, ontology and knowledge. Upon the selection of the qualitative research design and the case study strategy

of inquiry, it is argued and presented that the qualitative approach and its methods of data collection and analysis, along with the elements of an exploratory investigation, are most suitable and adequate for this study. The details of the data analysis procedures are subsequently presented which consist of; thematic coding and features of conceptual analysis specific for this research.

Chapter five deals with the descriptive thematic and analysis of the data collected in the field. The data in the qualitative format, namely the transcripts of the semi-structured interviews with NGO managers and focus group interviews with non-managerial staff members, will have gone through the thematic coding and conceptual analysis processes are presented in detail.

Chapter six presents the findings and detailed discussion of the analysed data in the previous chapter. The emphasis will be placed on the identification of the perceptions, perspectives, and the suitability of the Model's (Analoui 1999, 2002) parameters of effectiveness and contextual factors of influence for this context. The conclusion reveals a modified and adapted version of the model (Analoui 1999, 2002) which fit this specific and unique context, and facilitates the feasibility of the research for NGOs managers' effectiveness in India.

Chapter seven concludes the entire thesis, paying particular attention to the issues raised and discussed through the course of this exploratory investigation. The main findings of this research are discussed in relation to the relevance and importance of managerial effectiveness among NGO managers in the developing country India. Moreover, the future direction for the study of managerial effectiveness and its implications for the NGOs and, the third sector as a whole in India and beyond are further outlined.

The next chapter will present the review of literature in relation to management, development and managerial effectiveness.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Management is a universal and popular organisational phenomenon which directs various elements and efforts towards overall purposes, working with and through others to effectively achieve goals and productivity using limited resources in changing environments. Within social science, the concept of management has various interpretations, definitions and major schools of thought which have a direct influence on the manager and their effectiveness.

The development of managerial thoughts have been contributed by theorists and researchers who have attempted to challenge the notion of; what the nature of managerial work is and their functions (Fayol 1911; Taylor 1911; Barnard 1938 and Drucker 1974). Debate has also focused on more substantial, tangible and observable aspects in relation to; what managers actually do (Carlson 1951; Stewart 1967; Mintzberg 1973; Kakabadse 1987; Analoui 2002, 2010). Managerial effectiveness needs to be associated with 'getting things done', 'achieving results', 'making things happen' and 'being output orientated' (Analoui 1997:6). Consequently, behaviour is influenced through the context in which effectiveness is explored, hence, they relate to personal and organisational influences. Moreover, the influencing factors which make an effective manager visible depend on the approaches used to implement behaviours to achieve the desired goals. Contextual aspects and factors influence the way theories and behaviours are implemented, therefore, considering the context of this research, the implications for NGO managers in the developing country of India, are extensive.

Non-governmental organisations (NGOs) management are identified as a relatively new phenomenon, which is far more complex than that of the public and private organisation. A distinctive difference is that NGO management takes the humanistic approach compared to that of the public and private organisation. The work of Drucker (1988), Brown (1991), Korten (1991), Hudson (1999), and Hailey (2006) has contributed towards improving the management crisis in the NGO

sector, which has resulted in various trial and error practices, and the adoption of some strategic management approaches. South Asian NGOs encounter the problems of; human resources, financial management, information, networking resource management and operations management. To cope with these concerns, NGOs have been heavily dependent on corporate sector management and methods, which for most of the time, have neglected the values of the third sector (Rahman 2003). Considering this, the complex challenges NGO managers have to contend with is evident in the emerging literature and research (Smillie 1995; Fowler 1997; Eada 2000; Lewis 2001; Smillie and Hailey 2001; Edwards and Fowler 2002; Hailey and James 2004). Their leadership and management is highly personalised, as NGO managers are expected to make a qualitative difference to how things get done. It is therefore, paramount that managerial development needs become a priority for the NGO organisation.

This substantive chapter consists of four inter-linked and related sections, which investigates the relevant literature on managerial effectiveness as viewed from various and different perspectives. Section one looks at the development of managerial schools of thought through, Classical, Human Relation and the Open System. Section two focuses on the development of managers; and the emphasis is placed on understanding managers and managerial effectiveness as a managerial and a third sector phenomenon. Following this, section three presents an in-depth review and understanding of the unique nature of NGO management and development, and managerial effectiveness. Additionally, existing studies are reviewed with further examinations in the case of India. Section four presents and explains in detail the exploratory framework of Analoui's Model (1999, 2002) of eight parameters of managerial effectiveness and the three contextual Influences adopted for this research. Finally, a summary concludes the chapter.

2.2 Section One

2.2.1 Historical Background of Management

The progression of organisational management has identified traditional and deep-rooted origins associated with religious orders, industrial capitalism and a

feudal society which employed man-made rules, routine discipline and power of ownership (Clegg et al. 2005:10). Initially, modern management and organisations adopted primitive methods of control and surveillance such as a military model as workforces increased, Webber (1976: Clegg et al. 2005:13) argues that bureaucracy was the notion of the twentieth century. Following this, management involved frontline managers to perform supervision, order, authority and surveillance of the workforce at work. Bentham's Panopticon idea as Clegg et al. (2005:15) state, maintained this control with unseen eyes watching those under surveillance. Consequently, for Foucault (1979: Clegg et al. 2005) this was unique for reform and governance; hence, it aimed to produce a self-disciplining instrument. The rise of the industrial revolution, its organisations and problems in relation to structure and management concerns, as a result, influenced the systematic development of management thinking (Mullins 2007:40). Moreover, it provided an overview of the inter-relationships between the development of theory, behaviour in organisations and management practices, and to understanding the principles underlying the process of management.

2.2.2 Central Approaches and Main Theories of Management

Steers et al. (1996), Clegg et al. (2005) and Mullins (2007) define the four major approaches of organisational management as; traditional, human relations, systems and contingency as shown in Table: 2.1.

Table: 2.1 Main Approaches to Organisation, Structure and Management

CLASSICAL	→ HUMAN RELATIONS	→ SYSTEMS	→ CONTINGENCY
Emphasis is on: purpose, formal structure, hierarchy technical requirements, common principles of organisation	Attention to social factors at work, groups, leadership, the formal organisation, and behaviour of people	Integration of the classical and human relations approaches. Importance of socio-technical system, and its external environment	No one best design, Form of structure, management, and 'success' of the organisation depends upon a range of situational variables

Source: Adapted from Mullins (2007:41)

2.2.3 Traditional and Scientific Management Perspectives

Based on scientific management and the industrial revolution, focus was primarily on tasks-related aspects more than the management of people and their development. It ignored to recognise the essential social system within the organisation such as; the community of the workforce, their behaviours and working ethics (McGregor 1989: Analoui 1993:3). It was undoubtedly based as getting things done through the workforce, hence, managers were required to acquire both task orientated skills and people-related skills too (Analoui 1993). Termed as a powerful and influential philosophy practiced throughout the world, and one that is used in developing countries (Emerson 1962; Foyal 1911), presents the notion based on Webber's (1947) assumptions which advocated the relationship between authority and position within the hierarchy of the organisation. Moreover, major attempt by Taylor (1911), saw the organisation as a hard, tangible mechanical system with a tendency for 'order' and 'harmony', hence, created the foundations of scientific management within organisational management studies.

The concerns for many classical theorists revolved around increasing productivity through the workforce for higher levels of output (Mullins 2007:43). Moreover, the principal notion was to satisfy employee's materialistic, financial rewards and basic needs as Kreitner (2001:48) states, was the most influencing motivational factors, and therefore, effectiveness could be achieved through satisfying psychological needs. Despite this, Taylor improved working conditions by reducing fatigue and redesigning the mechanical elements of the workplace to suit employees. Following this, the two most major perspectives of management emerged as; scientific and administrative management.

2.2.4 Major Schools of Thought: Scientific Management

Taylor, Gantt, Gilberth's and Emerson are associated as the founders of scientific management (Kreitner 2001:44). Through ground-breaking studies, Taylor (1911) established the basis for designing and measuring jobs by dismantling the elements of each task into components, and was committed to 'finding a better way' in terms of industrial organisations management, known as the 'mental revolution' (Kreitner 2001:44). Attention was primarily on standardisation and

output; thus, his four areas of focus were (1) standardisation, (2) time and task study, (3) systematic selection and training, and; (4) pay incentives. Moreover, it was found that the piece-rate plan held elements of; economic incentives, redesigning the job or tasks and systematic methods to work was an approach that brought effectiveness to both the organisation and employees (Kreitner 2001:45). Following these main principles for management as Analoui (1999:6) states, overall co-operation is a highly essential pre-condition for the implementation of scientific management, and that it can be substituted for conflict.

Turning motion studies into a form of science and dedication, the Gilbreths (1924:Kreitner 2001), pioneered the use of motion pictures and paved the way for modern work simplification. With similar patterns seen across other labour intensive tasks in the textiles and cotton mills, it was envisaged that this approach would create good relationships between the management and workforce. For Gantt who refined production control and cost control techniques, emphasised the vital importance of the human factor and encouraged management to focus on service more than profits. In doing so, he humanised Taylor's piece-rate system by introducing a guaranteed minimum day-rate and combining it to a bonus system (Kreitner 2001:47).

Scientific management established the ground rules for adopting the systematic and scientific approaches to work, performance and productivity, as it clearly emphasised the human element in relation to production and work environment. However, it was argued that scientific management had no importance for the psychological and social needs of employees in the workplace, as human needs have evolved and are more complicated, such that there is no evident harmony with scientific management principles. Herzberg (1976) further states that financial incentives are not enough to motivate employees and that other factors such as responsibility, nature of work and achievement are prominent motivational factors which influence attitudes of the workforce. Since these needs and perceptions vary significantly among every individual and particular contexts (Shridhar 2007), it is therefore, impossible to state that economic incentives are efficient motivating factors (Stoner and Freeman 1989: Daft 2003).

Bureaucracy Approach

A sub-division of classical management with principles and ideas derived from practical experience, the development of this approach focuses on growth, increasing in size and complexities of the organisation, the demand for effective administration and, order and rationality. Although Webber (1919:Mullins 2007) focused on power and control, argued that the definition of tasks and responsibilities within the structure of management gave rise to a permanent administration and standardisation of work procedures. From the main characteristics and features of this approach as shown in Table:2.2, further emphasis was stressed on the importance of administration based on expertise and experts, and administration based on discipline and rules. Nevertheless, severe criticisms of this approach include; an over-emphasis of rules and procedures, record keeping and paperwork is overpowering, a dependency on bureaucratic status, symbols, rules and stereotyped behaviour, and, inadequate flexibility, adaptation and responsiveness to changing circumstances (Mullins 2007:47). Moreover, bureaucratic structures are constructed around posts rather than the person and further restricts the psychological growth of the individual, causing feeling of failure, frustration and conflict as Mullins (2007:49) states. Hence, it is vital that a significant degree of individual responsibility, self-control, commitment towards goals, productiveness and work, and opportunities for development and growth are obtainable.

Table: 2.2 Main Characteristics and Features of Bureaucratic Approach

No	Features and Characteristics	Description
1	Specialisation	Applies more to the job than to the person undertaking the job. This makes for continuity because the job usually continues if the present jobholder leaves.
2	Hierarchy of Authority	Makes for a sharp distinction between administrators and the administered or between management and workers. Within the management ranks there are clearly defined levels of authority.
3	System of Rules	Aims to provide for an efficient and impersonal operation. The system of rules is generally stable, although some rules may be changed or modified with time. Knowledge of the rules is a requisite of holding a job in a bureaucracy.
4	Impersonality	Allocation of privileges and the exercise of authority should not be arbitrary, but in accordance with the laid-down system of rules. In more highly bureaucracies there tends to be carefully defined procedures for appealing against certain types of decisions.

Source: Blau and Scott (1966): Mullins (2007:48)

Administrative Management

Foyal (1916) was the founder of modern management, who developed a framework for studying managerial activities and attempted to systematise management (Bedeian 1989; Analoui 1999). The main problems were arguably associated with managerial activity, and advocating for better management was not solely concerned with improving output and disciplining the employees, moreover, it concerned management training as a highly essential element (Clegg et al. 2005:23). Management solutions were therefore, defined into five fundamental parts which were implemented through Foyal's training program of fourteen principles as shown in Table: 2.3. Consequently, this laid the foundations for basic processes of management and emphasised the overall management of the organisation as a whole rather than improving individual jobs proficiency.

Table: 2.3 Management and Systematic Authority: Foyal's Universal Principles of Management

No	Principle	Description
1	Specialisation of labour	To encourage continuous improvement in skills and the development of improvements in methods
2	Authority	Establishing the right to give orders and the power to exact obedience
3	Discipline	Demand / encourage obedience
4	Unity of Command	Each employee was to have only one Manager/ boss
5	Unity of Direction	A single mind should generate a single plan
6	Subordination of Individual Interests	To the interests of the organisation
7	Remuneration Policy	Employees should receive fair payment for service
8	Centralisation	Consolidation of management functions so that decisions will be made from the top
9	Scalar Chain	A clear line of authority and formal chain of command running from top to bottom of the organisation, as in the military
10	Order	All materials and employees have a prescribed place, where they should be found
11	Equity	There should be a principle of fairness involved in the way the organisation treats employees
12	Personnel Tenure	Limited turnover of personnel was a good thing, and lifetime employment should be offered to good employees
13	Initiative	This requires designing a plan and doing what it takes to make it happen
14	Esprit De Corps	Harmony and cohesion among organisation members

Source: Adapted from Clegg et al. (2005:23)

Severe criticism of these perspectives and approaches include as Bravaman (1974:Analoui 1999:7) indicates, it not only employs close system assumptions moreover, the organisation is identified as a machine and the workforce as its components, hence, an organisation without people. Despite that it disregards the social and complex needs of the individuals within the modern organisation, Foyal's approach was regarded as a useful general framework for the study of positions within management, which paved the foundation for the development of several modern management concepts.

Human Relation Schools of Thought: Management and Counselling

The development of humanistic approach from the human relations movement to modern organisational behaviour has heavily influenced management theory and practice. It was an attempt to improve the working conditions, atmosphere and life in the organisation, which in turn, would contribute towards increased job satisfaction and productivity. Moreover, it concerns employees as a central focus of any organised activity, and that successful management is largely achieved by the manager's ability to understand and cooperate with the workforce with varied backgrounds, needs, perceptions and aspirations (Kreitner2001).

The founder of the human relations school, Mayo (1945), investigated the importance of the human side of management, increased productivity by assessing ways to improve the relationships between individuals and the workforce within the working environment through the Hawthorne studies (1924 - 1933). It was found that managers became sensitive to employee's needs, and the social aspects of work became fundamental (Clegg et al. 2005:25), as emotional factors were more important determinant of productive efficiency than physical and logical factors (Kreitner 2001:51), and as Analoui (1999:10) further states, that research was interested in investigating whether the workforce was functioning at its fullest capacity under the influencing factors, such as temperature and noise. Further investigations into employees' morale, job satisfaction and work group cohesion revealed that the workforce was no longer individually isolated, but was in fact, among a group of people whose behaviour is controlled by specific groups of norms and values (Analoui 1999:8), and major concepts as shown in Table: 2.4.

Table: 2.4 Major Concepts of Behaviour at the Workplace

No	Major Concept	Description
1	Work Related Social Systems	Organisations (Work) have social systems as well as technical - economic system
2	Motivational Factors	The individual is not only motivated by economic incentives, but is motivated by diverse social and psychological factors
3	Informal Work Groups	The informal work group became a dominant unit of consideration
4	Authoritarian Leadership	'Authoritarian' leadership patterns must be replaced by 'Democratic' styles
5	Work Satisfaction	Increasing work satisfaction necessarily results in increased productivity and organisational effectiveness
6	Communication	Effective communication channels must be maintained between various levels of the hierarchy. thus 'participation' must prevail
7	Social Skills	Management requires effective social skills as well as technical skills
8	Socio-Psychological Needs	Participants can be motivated in the organisation by fulfilling certain socio-psychological needs

Source: Adapted from Analoui (1999:8) and Clegg et al. (2005:26)

For Mayo, who rejected the concept of the economic man, the technical competencies of managers had to be strengthened by social competencies. Employees had to be shown how to collaborate and become rational workers in new complex organisations (Clegg et al. 2005:27), and external influences such as legislations, employment laws, workers and trade unions meant the need for more personnel managers as they dealt with complex people-related issues and needs(Mullins 2005:Analoui 2007).

For Steers et al. (1996), aspects of human relations affected the relationships at work, as motivational strategies could be adopted by managers to increase effectiveness. Firstly, line-managers were responsible for providing feedback, recognition and satisfying the socio-economic needs of the workforce. Secondly, management gave importance to the encouragement of better communications, and thirdly, employees had the opportunity to make decisions that satisfied

autonomous and independent feelings (Mullins 2005). Arguably, the recognition to form work groups and its effect on the satisfaction of the employees and their productivity is evident. The transition from the technical to the social manager enabled managers to focus on their own and other employees' effectiveness at work, hence, the notion of self-regulation and autonomy helped managers achieve more and become effective. Moreover, Mayo (1945) saw the managers main responsibility was to meet employees' psychological needs and further believed that a happy workforce will be more productive.

The relationship between social interaction and improved performance therefore, means that managers need to deal with people-related issues differently to ensure their own effectiveness (Analoui 1999). Furthermore, the humanitarian view of the human relations school of thought required a new set of managerial strategies to improve people-related skills and to implement group reward plans. Managers were therefore, expected to concentrate on the effectiveness of themselves and others, rather than being preoccupied with managerial functions which brought a new range of responsibilities, as managers saw their own effectiveness as a reflection of the workforces satisfaction, self-esteem and competencies to get the job done (Roth 1993).

Nonetheless, criticism of Mayo's investigation included aspects related to flawed methodology and statistical inaccuracies such as; the small sample size, lack of control, instability of the incentive plans and the constant change in participant numbers (Kreitner 2001:51). The human relations theory focused heavily on individual employee instead of the organisation as a whole, as Stoner and Freeman (1989) state, it also failed to provide a description of the actual members within the workforce, and it focused on the psychological elements instead of the social aspects of the workforce within the organisation. Considering this, the techniques employed were therefore, not actually concerned with the interest of the workforce, and gave a sense of false happiness.

Management and Leadership

Based on the decision-making approach, Barnard (1939) stressed through extensive research for the need of cooperative action, proposed a moral role for

management and, argued that leadership was a key issue of concern and an essential element of management.

Leadership is essential to secure managerial authority and employee obedience as it was the managers' job to create moral codes for the employees to follow and guide them emotionally. Barnard was confident that managers achieving the full capacity of their position effectively with the survival of the organisation confirmed their leadership ability (Mullins (2007:57). Moreover, as employees worked much more effectively when common values were imposed rather than common orders, his three key principles of; (1) willingness to serve, (2) common purpose and (3) communication and features, as shown in Table: 2.5 outline his method of work, indicating that the managers ultimate task is to ensure organisational systems motivate employees into the direction of the organisations goals. Barnard further stressed that an organisation did not exist if the three core principles were absent and did not work independently. Consequently, the notion of communication was highly important as an energising force that bridged the gap between the employees' willingness to work and the organisations common goals (Kreitner 2001:54).

Table: 2.5 Management and Leadership Key Principles

No	Key Principle and Features	Description
1	Willingness to Serve	Individual behaviour was always variable and could never be easily predicted
2	Common Purpose	All individuals will have a 'zone of indifference' which compliance with others will be perceived in neutral terms without any questioning of authority. Managers should seek to extend the borders of this zone through material incentives but more especially through providing others with status, prestige and personal power
3	Communications	Especially in formal organisation, are absolutely central to decision making. Everyone should know what the channels of communication are and should have Access to formal channels of communications. Lines of communication should be as short and direct as possible.
4	Management Responsibility	To harness informal groupings and get them working for the organisation, not against it.
5	Authority	Only exists insofar as the people are willing to accept it.

Source: Adapted from Clegg et al. (2005:28,29)

Management and Social Justice

The notion of Follett's (1941) social justice approach was focused on employees, managers, and power. Through extensive research Follett argued that similar to communities, the organisation can be approached as a local social system which involved networks of groups, under three key principles as shown in Table: 2.6. Managers therefore, need to identify that each employee holds complex emotions, beliefs, attitudes and habits, and furthermore, recognise these as individual motivating desires of the employees to work harder, and furthermore, managers need to be motivated towards performance rather than to demand it (Kreitner 2001:51).

Follett's concern was to enrich society from the grassroots levels as Clegg et al. (2005:30) state that, the idea of democracy should be participatory since the experience of being participative was empowering and educative. Separating power from hierarchy as Taylors' ideas succeeded upon, Follett produced a

distinctive rationale for authority, that management is a responsible outcome of necessary functions, not for the privilege of elites, hence, authority and responsibility derive from function and not privilege (Clegg et al. 2005:31).

Table: 2.6 Concepts of Power and Three Principles

No	Principles	Description
1	Functions and Tasks	Functions are specific task areas within organisations, which should be allocated the appropriate degree of authority and responsibility necessary for task accomplishment
2	Responsibility, Conflict Resolution through Integration	Responsibility is expressed in terms of an empirical duty: people should manage their responsibility on the basis of evidence and should integrate this effectively with the functions of others
3	True Leaders & Authority	Authority flows from an entitlement to exercise power, which is based upon legitimate authority

Source: Adapted from Clegg et al. (2005:30)

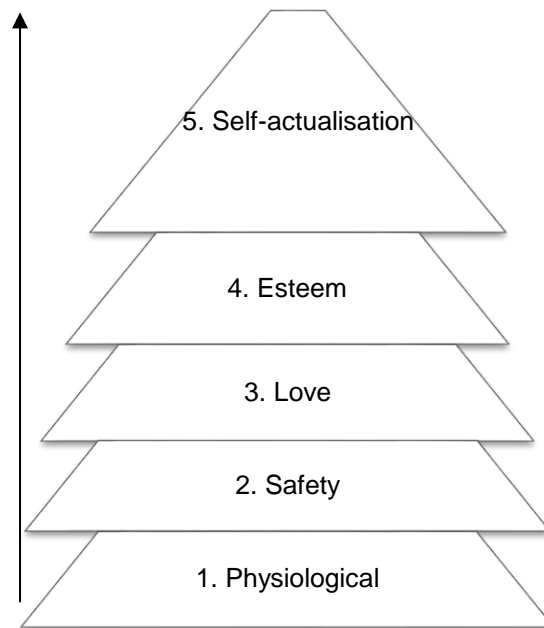
2.2.5 Neo-Human Relations: Maslow, Herzberg and McGregor

Focusing on psychological orientation, this new concern was based on individual personal adjustments within the organisation, the effects of group relationships and leadership approaches and styles. Of these, the major work of Maslow (1944), Herzberg et al. (1959) and McGregor (1960) are further discussed.

Maslow's Hierarchy of Needs

Based on the theory of motivation, Maslow's theoretical framework of individual personality development and motivation was based on a hierarchy of human needs to satisfy a progression of psychological, social and physiological needs as shown in Figure: 2.1. Upon achieving each level of needs, individuals advance up the five levels of the hierarchy; (1) Psychological, (2) safety, (3) love, (4) esteem and (5) self-actualisation. Consequently, as Mullins (2007:54) states, Maslow did not intend for this 'needs theory' to apply to the work situation, however, it has had a significant impact on management approaches to motivation and the design of work organisation in meeting individual needs.

Figure: 2.1 Maslow's Hierarchy of Needs Model

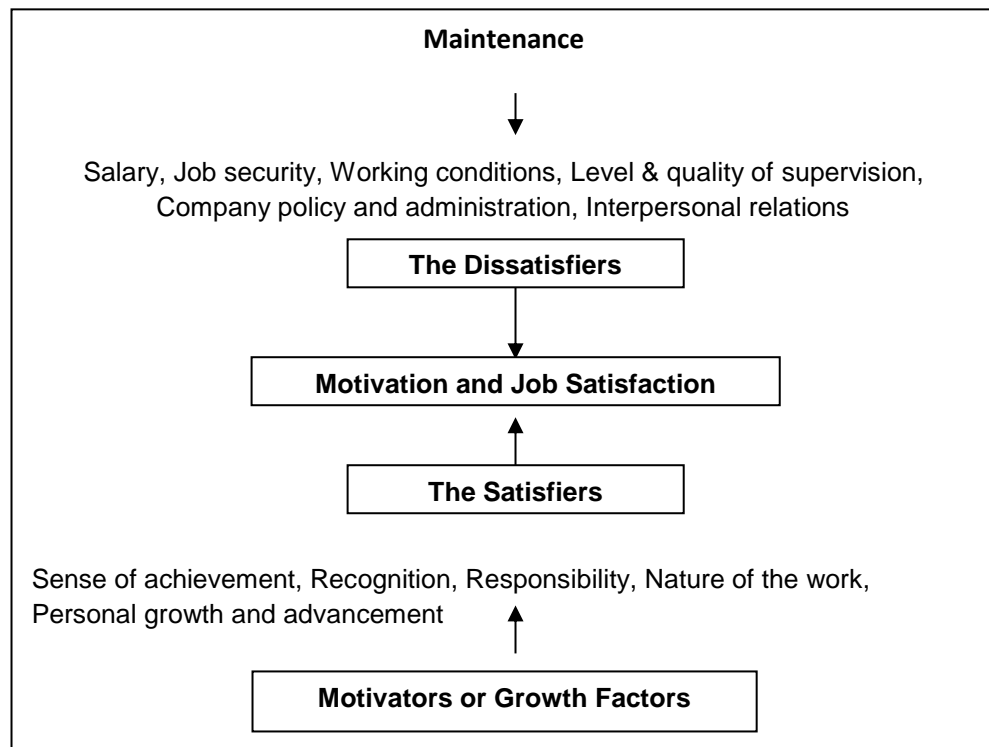


Source: Mullins (2007:258)

Herzberg's Two-Factor Theory

Presenting two different sets of motivation and satisfaction factors at work as shown in Figure: 2.2, one set of factors consists of 'hygiene' or 'maintenance' elements associated with the job environment of which, if is absent, causes dissatisfaction. Consequently, for enhanced employee motivation, vital attention must be given to the 'motivator' and 'growth' factors, as Hoar (2004) states, is concerned with job content. The work of Herzberg suggests as Mullins (2007:263) states, that good performance ultimately leads to job satisfaction among the workforce and employees within the organisation.

Figure: 2.2 Herzberg's Two-Factor Theory



Source:Mullins (2007:262)

McGregor's Theory X and Theory Y

These theories of motivation and management describe two contrasting models of workforce motivation and optimism assumptions of human nature as shown in Table: 2.7. Viewing an employee as an energetic and creative individual who, by given the opportunity, could ultimately achieve and excel. For these optimistic perspectives, opposing sets of assumptions are identified based on two different managerial styles; (1) Theory X as authoritarian and (2) Theory Y as participative. Theory X presents the traditional approach with the importance of strict supervision and external rewards whereas, Theory Y highlights the modern contemporary approach whereby motivating job satisfaction and encourages the progression of work without direct supervision (Kreitner 2001:52).

Table: 2.7 McGregor's Theories X and Y Approach

No	Theory	Description
1	Theory X: Some traditional assumptions about people	<ol style="list-style-type: none">1. Most people dislike work, and they will avoid it when they can2. Most people must be forced and threatened with punishment before they will work. They require close direction3. Most people prefer to be directed. They avoid responsibility and have little ambition. They are interested only in security
2	Theory Y: Some modern assumptions about people	<ol style="list-style-type: none">1. Work is a natural activity, like play or rest2. People are capable of self-direction and self-control if they are committed to objectives3. People will become committed to organisational objectives if they are rewarded for doing so4. The average person can learn to both accept and seek responsibility5. Many people in the general population have imagination, ingenuity, and creativity

Source: Adapted from Kreitner (2001:52)

Neither of the above management perspectives replaced an earlier perspective, and nor did any cease to exist after the introduction of a new perspective. Moreover, both the traditional and human relations perspectives still exist through various and different forms within the organisation and workplace.

2.2.6 Contemporary Approaches to Management

For Daft (1998), the human resource perspective has undergone major developments which attempts to integrate the three main approaches of classical, behavioural and management science to management. The outcome is the principles of the Systems and Contingency theories, which are an extension of these major approaches.

Open System Approach

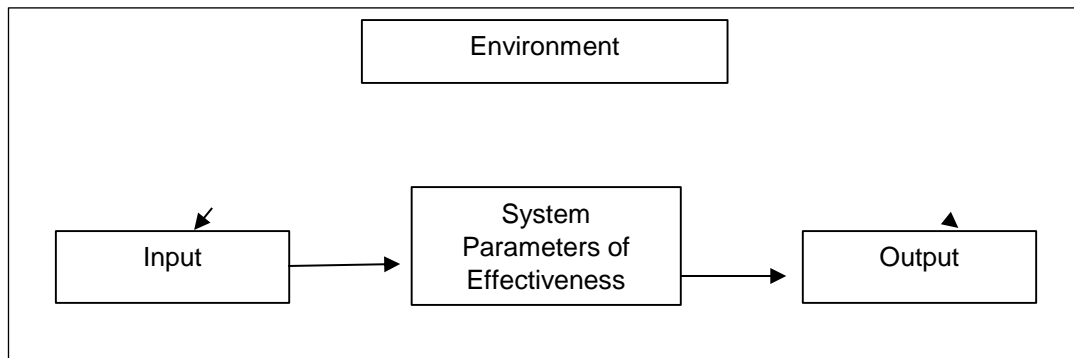
The dilemmas associated with management problems was attempted to be resolved with the systems approach. Analoui (1999) states, it tried to bring

together the fields of knowledge, sciences and social sciences, and attempted to include the assumptions of the classical and human relations approaches. The open system approach therefore, stresses that the whole organisation must be viewed as a total system, which identifies the dynamic relationships of the environment as able to receive varied inputs, and then process them effectively to export outputs.

Kreitner (2001:53) further argues that each part of the organisation is interlinked to every other part, with a single purpose, and that the manager is forced to view the whole organisation as a dynamic whole when problem-solving, and envisaging the intended and unintended impacts. From the manager's perspective, they must give more attention to the external environment rather than the internal daily operations and activities, and emphasise on planning activities with higher importance, considering the current uncertain changing environments (Appelby 1994:Analoui 1999, 2007). Therefore, by using the management functions of planning, organising and controlling effectively, the manager is able to intervene in a total system of interdependent parts instead of solving individual problems and issues.

The founder of this approach Ludwig (1972) states, it is highly important to identify the parts and relations of the organisation in order to understand it. As shown in Figure: 2.3, the concept of feedback, information and communication applies to the organisation and environment. Despite its drawback due to the complexities associated between natural science and the human social system, it is encouraged towards interdisciplinary developments within social science. Moreover, the effectiveness of managers and the leadership of the organisation will largely be determined by the factors which may or may not be in their control (Analoui et al. 2010).

Figure: 2.3 Concept of General System Approach



Source: Adapted from Ludwig (1972)

Closed Versus Open Systems Approach

The closed system is a self-sufficient entity in contrast to the open system which does not depend on the surrounding environment for its survival. Kreitner (2001:56) states that the general systems theory favours the open system approach especially in terms of the organisation, as it is heavily dependent on the constant interaction with the external and surrounding environments.

Two approaches stem from this, (1) the Organisational Learning Thought and (2) the Chaos Theory, which are paving the way for new directions and stimulating creative ideas for the modern and contemporary organisation. Kreitner (2001:56) argues that, organisational learning portrays the organisation as a living and thinking open system, relying on constructive feedback and experience in order to adjust to the constant changing environmental conditions. Moreover, constantly engaging in complex processes such as; anticipating, perceiving, envisioning and problem-solving hold vital importance for survival. On the other hand, Chaos theory is based on the intriguing notion that every complex system is individual which has its main specific rules and regulations.

Research indicates that managers with a systems theory awareness and practice are more likely to be effective (Analoui 1999). Not only will the constantly changing environment directly influence managerial approaches to tasks, effectiveness and the leadership of the organisation, but as Analoui et al. (2010) state, it will be heavily influenced by factors which may or may not be in their control. Furthermore, it is predicted that systems approach offers 'a basis for

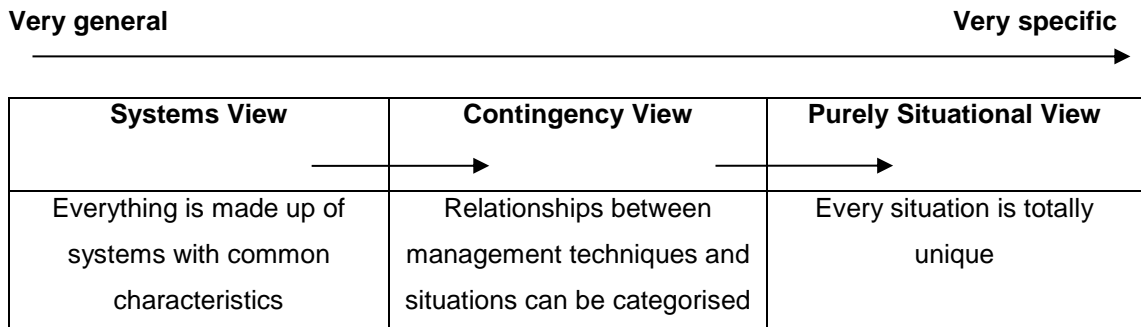
understanding organisations and their problems which may one day produce a revolution in organisations comparable to the one brought about by Taylor with scientific management' (Kreitner 2001:54).

Contingency Theory (Situational Approach)

This approach was developed by managers, researchers and consultants who identified the concept of the main management schools of thought into real-life conditions, thus, that different situations require different managerial responses as shown in Figure: 2.4. It was often found that methods highly effective in one situation would not work in other situations, furthermore, for Luthans (1976), the traditional approaches to management were no longer adequate and suitable for the modern and contemporary organisation. The task of managers is to identify which techniques will, in a particular situation, circumstances and particular time best contribute towards the attainment of management goals (Stoner and Freeman 1989).

Moreover, effectiveness of leadership and managers as Shetty (1974:Kreitner 2001:58) argues, depends upon the situation, circumstances, their inter-relationship in a particular situation and various influencing factors such as; nature of the tasks, personality and the characteristics of the subordinates, peers and target-groups. Therefore, the application of varied classical and traditional approaches of management must be specifically modified, adapted and applied appropriately to the particular situation, as a manager is faced with varied situations which also hold their own individual problems. Although the contingency approach presents reasoning for flexibility, it is criticised for ignoring the complexities present within the organisation, environment and the workforce, which consequently, hinders the manager to present solutions or approaches to solve these problems (Szilgyi and Andrews 1981). Nonetheless, despite it is associated as unreliable and unsuitable as a formal management school of thought, Cole (1994:80), argues that it is at least an approach which is searching for a theory which takes into account the variables affecting the overall structure of the successful organisation.

Figure: 2.4 The Contingency View: A Compromise



Source: Adapted from Kreitner (2001:59)

Modern Approaches to Management Theory

Modern organisations and theorists are facing key issues and challenge associated to continuous changing environments. Consequently, as Analoui and Karami (2003) state, developments in this work are directly assisting managers to deal with the current challenges they face within their workplace. For Cole (1994) the search for better, effective and efficient ways of providing services, and the managers' intention to understand external elements and a desire to learn how to manage and cope with these environment changes is apparent. Moreover, the rise of modern technology has given way for a better appreciation and the importance of human skills, integrity and motivation; however, various global economic activities, concerns and management issues are major challenges. Cole (2000) further argues that the key management issues identified by modern management theory is interrelated, and thus, must be analysed in isolation. Modern management theorists can be grouped into two areas of;

1. Those who reflect on the work and insights of others with the view of producing new ways of seeing and acting on problems they might be facing (theorists)
2. Those who have to meet the real challenges of managing their organisations and therefore look up to the 'experts' for help and advice (practitioners).

Personnel Management Versus Human Resource Management

Personnel Management (PM) is located between the employees and management, and according to Guest (1987:Analoui 1999:12), it is an approach that is very much preferred and adopted by managers and officials who are in favour of the short, closed traditional and human relations principles, as opposed to the integrated open system approach, which also places high priority to attitudes, interests and responses of the employees. Moreover, it focuses on finding and training employees, arranging their salaries, explaining management expectations, justifying management's action, satisfying their needs, dealing with their problems, and seeking to modify management's actions (Storey 1992:6). Consequently, for these reasons personnel managers can not totally identify with the concept of management, and hence, they become a member of the organisation's workforce (Analoui1999:13).

In contrast, human resource management (HRM) places emphasis on the human resources (HR) aspect of the whole organisation, focusing on aspects of planning, intervention, monitoring and commitment, instead of focusing on solving problems and mediation (Torrington 1995). Aspects linked to employees at work include; improving the conditions of service, career management and expectations, motivation, training and development (T&D) as Giwa (1990:Analoui 1999:13) further indicates that, it focuses on the management of distributive justice within the organisation. For Handy (1985:284), attention is paid to the culture of the organisation so that the goals and values of the individual and the organisation are integrated. Consequently, HRM is a replaced name for PM, with many organisations and employees finding it difficult to distinguish between the two terms. Hence, complementary to each other as Cowan (1988:36) argues, HRM adopts strategic and far reaching approaches compared to that of PM, and Armstrong (1998) further stresses that, PM considers the organisation and its needs with short term views and less dynamics. Nonetheless, it can be argued that the three main differences between HRM and PM are;

1. PM is about administration and procedures while HRM is about strategic approaches to acquisition, motivation and management of organisational human resources

2. HRM has adopted the executive roles and has transferred PM to the level of line management. Not surprisingly, HR managers do adopt advisory roles as opposed to purely function and implementing roles.
3. PM is preoccupied with the day to day running of the organisation, whereas HRM assumes an advisory role and attempts to ensure that the organisational activities are closely linked with corporate strategy and that they fit the culture of the organisation

Source: Handy (1985:Analoui 1999:14).

Personnel Management (PM): India

The Personnel Management (PM) function in India emerged in the 1920s due to concerns with labour welfare in factories and the emergence of a number of industrial relations (IR) laws, of which, Personnel managers played a very significant role. Consequently, gradual developments eventually formed the foundations of personnel management (PM) function in Indian organisations (Balasubramanian:1994). Significantly, national Indian Institutes were formed, and the 1960s saw the expansion of the personnel function go beyond the welfare aspects and into the constituent roles. Focusing on labour welfare, industrial relations and personnel administration, (Venkata Ratnam and Shrivastava 1991), the gradual development of personnel functions moved towards the efficiency of the organisation. The 1980s focused on HRM and HRD which stated the rapid changes of the personnel function in India (Amba-Rao 1994:Budhwar and Sparrow 1997).

Indian managers define HRM as a holistic concept, which is more focused and proactive than PM as it integrates and incorporates both PM and human resource development (HRD), and deals with satisfying and developing the employees. HRD implies a long-term perspective for developing the potential and capabilities of HR for future organisational needs. PM in the Indian organisation focuses on policing and is currently a secondary function called transactional HRM. This concerns with the day-to-day activities of control, attendance, compliance with regulation and discipline aspects (Saini and Budhwar: Schuler and Jackson 2007).

Management Development

From among the numerous human resource management (HRM) elements, the development of human resources (HR) as Analoui (2007) states, is identified as one of the most challenging. Economically, the training of HR is considered a long-term strategy with significant benefits (Machlup 1982), is regarded one of the most important means for development of the workforce, and it provides the encouragement towards development goals. Thus, it is of paramount importance that the organisation as a whole identifies the vital need for managerial development and encourage for their participation in various training and development activities in order to enhance and increase their effectiveness at work (Drucker 1974:402).

Importance of Management Development in NGOs

In spite of complex pressures and processes, there is an evolving history of initiatives dealing with NGO management issues, which consequently signifies the potential and importance to invest and encourage research in the area of managerial effectiveness among NGO managers. As interest in civil society and NGOs has rapidly increased in India, and as emphasis gradually shifting from the notion of NGOs as the 'magic bullet' for poverty reduction; to efficiency, accountability and effectiveness of NGOs (Fowler 1997). Moreover, the need to adapt various aspects of management as Bhogal (2014:17) argues, includes more than performance appraisals for NGO managers, in fact, implementing adequate capacity building, training and development (T&D) and mentoring is paramount however; inadequate time, funding, resources and expertise presents further challenges.

Managers' self-development is vital (Analoui 1995) and inevitably, effectiveness is associated with T&D, as Drucker (1988:14) states 'the development of the executives effectiveness will challenge goals and the purpose of the organisation, and will also raise the egos of its people from preoccupation with problems to visions of opportunity from concern with weakness to exploitation of strengths'. Moreover, Sharma (2015:12) indicates that diversifying NGO leadership includes a talented workforce with deep knowledge of local issues and challenges, which contributes towards building effectiveness. Therefore, the issues of T&D

associated to NGOs have gained interest from multi-agency initiatives such as; Building Resources Across Communities (BRAC) and World Alliance for Citizen Participation (CIVICUS). Participatory research is carried out by the Society for Participatory Research in India, PRIA (2002), who conduct NGOs training and research agendas to address the critical development aspects of NGOs in India, of which, ensures that managers and the organisation are further encouraged towards their increased effectiveness.

Aim of Management Development Programs

As a strategy and learning process, management development aims to improve managerial effectiveness, as one aspect of it is to facilitate and manage 'different forms of culture change (Hopfl and Dawes 1995:28). Analoui (2007) states that in both the developed and developing countries, training and development (T&D) is considered a cultural, social, economic and political development strategy. Not only do managers from these countries and various sectors require a body of knowledge related to their field of work, rather, as Bartol and Martin (1994) indicate, they must acquire and keep up-to-date with their existing managerial skills for their improved effectiveness. The objectives and activities of managerial development must adapt and fit in with the organisational situation at any given time. The effectiveness of T&D can be measured by examining what a manager could do before the training and what they are capable of for their organisation after the training (Cartwright 2003). Hence, training and development (T&D) should therefore, not only be well-grounded, but flexible and adaptable enough to change and progress harmoniously as both the organisation and managers develop.

Human Resource Development (HRD) in Developing Countries

In developing countries, various factors such as religion and traditional cultures contribute towards the specific nature and practices of both human resource management (HRM) and human resource development (HRD). The complexity of organisational change development (OCD) as Rees (2008) states, focuses on the influencing factors associated to the multi-disciplinary nature of the organisations change such as; modernisation, strategic management, political reforms and international development. In India, both Budhawar (2004) and Rees

(2008) argue that practices are also primarily governed by social aspects of caste, religion, economic status, political affiliation and colonialism. Moreover, Rees (2010) found that emphasis was placed and links were directly associated to the human resource management (HRM) aspects in Asian organisations. For the systematic development of knowledge, skills and attitudes to perform tasks and to improve performance and effectiveness, training and development (T&D) is a vital aspect of human resource development (HRD). Moreover, training programs need to be designed towards maximising the retention and transfer of learning; successful skills learning and factual learning depend on goal settings, practices and feedback (Kreitner 2001:352). Additionally, research into motivating NGOs staff in the South (Frontera 2007), suggests that the demand for western methodologies has been apparent in India, Honduras and Kenya, and further found that the intensity and practices varied according to specific changes. As training and development (T&D) improves managers' abilities and skills, assists in improving the functions of the organisation to fulfil the economic and social goals of a country as a whole (Paul 1983), it usually occurs during strategic direction, organisational changes and when innovative work practices are being introduced (Wilkinson et al. 2010:159). Research into the effectiveness of training techniques for human resource (HR) in NGOs in Baluchistan (Ramzan 2013), found improved quality of work and technological trends, and the advancement in learning theory which provided an insight for management relating to performance improvement.

This research claims that training and development (T&D) of NGO managers is vital in unravelling the nature of their own effectiveness within the developing country, India. As Analoui (2002, 2007) further states, the role and importance of the education of human resources is emphasised as a means to increase and advance the speed of development. Therefore, focusing on the training and development (T&D) of managers to increase their skills, capabilities and competencies as Analoui (2007) states, it benefits the organisation not only at the functional level, but is a paramount element of the development concept as a whole. A continuous change in both the economy and in the speed of change suggests that modern managers need to be engaged in a constant learning process. Moreover, Rees (2008) examined the effects of globalisation on

managerial development and found that, management has a responsibility to critically examine the effects of how it functions and, to investigate how its contributions towards society can be improved.

Ndegwa et al. (1987:178) states that managers play a vital role and therefore; developing countries must give vital attention to train efficient managers. Thus, for increased effectiveness, the ability to improve organisational performance and improving quality of service, the importance towards human resource management (HRD) from organisations across all sectors in India is on the rise. The NGO organisations within the third sector is among these, as the importance of their HRD as a means of ensuring sustainable growth cannot be overemphasised as it is the fundamental strength upon which people, strategies, processes and operations are based. Moreover, NGOs must strive to attract, develop and retain qualified and enthusiastic employees as they are the key to their success. The human resource (HR) in a NGO is no different to the human resource (HR) in any other sector, however, the human resource (HR) problems that they are faced with are unique; in fact, the two main human resource (HR) challenges the NGO faces are: (1) a shortage of qualified and skilled staff and (2) retaining highly qualified and skilled workers and keeping them motivated (Sokkie 2013).

Training and development (T&D) is therefore, paramount for the performance and development of NGO managers that have responsibilities which extend beyond the organisation, and is one that needs to impact and reach into the heart of the developing community itself. It is important to provide training and development (T&D) opportunities which will equip them with the necessary skills, knowledge and competencies to bring forward, meet and accomplish the NGOs overall goals to the forefront. Thus, NGOs in India need to give priority to, and enhance this aspect, as it is becoming a sector highly recognised as a change agent for economic and social development under various challenges, and an increasingly changing environment. Hence, investing in NGO managers to equip them with the correct development needs is bound to achieve success.

2.2.7 Managerial Effectiveness

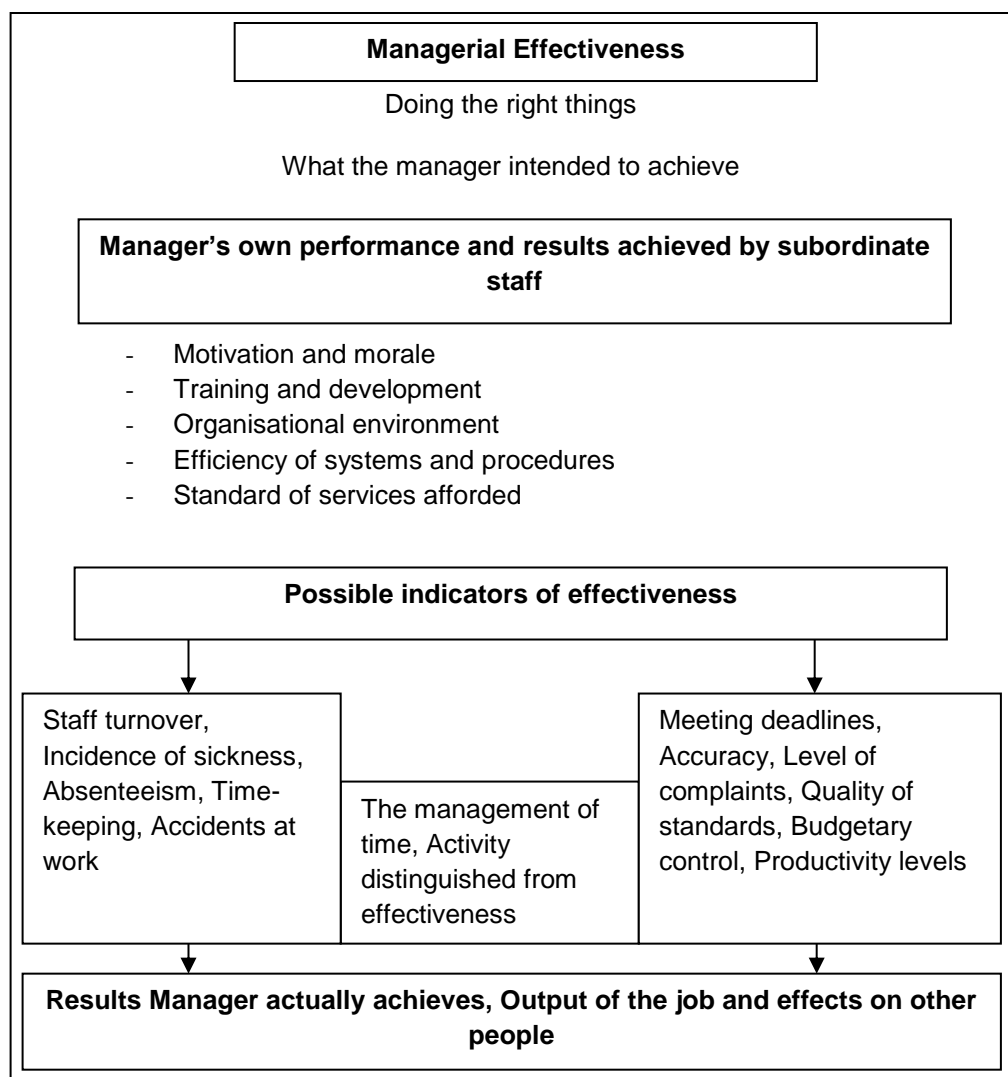
Managers are dynamic, not only does their knowledge and position play a vital role; rather, they hold the responsibility to perform and attain organisational development, goals and success. For the survival, development and growth of the organisation, the concept of managerial effectiveness (ME) has caught the attention of theorists, practitioners and researchers to deal with the continuous challenges that the competitive environment presents. Kreitner (2001:7) and Mullins (2007:461) state that effectiveness entails the prompt achievement of an objective, whereas efficiency, concerns the resources required to achieve it, thus; the relationship between effectiveness and efficiency is an important one, which presents managers with continuous challenges. Boyatzis (1982) states that with an increase in global competition and a dynamic environment, organisations require managers who can operate the day to day operations. For Gupta (1996:399), managerial effectiveness (ME) consists of multi-tasking, the ability to manage people and, to carry out activities while achieving results and developing future potentials. Moreover, managers play a significant role in the development, formulation and execution of the organisations strategies and goals that determine success. Moreover, Analoui (1997:2) further states that 'the success and sustainability of organisations, and even nations (is determined by) the presence of sufficient numbers of effective managers, especially senior officials and executives, whose view determines the path taken towards the achievement of the organisation's goals'.

The effectiveness of the organisation is therefore, largely determined by the quality of its senior management who assume the role and responsibility for policy promotion and decision-making (Analoui 1997; 1999; Analoui and Karami 2003). Studies reveal the importance of considering leadership and to acknowledge it with qualities that have a profound influence on attaining the organisational goals. Nonetheless, it is argued that these qualities do not necessarily account for the differences between effective and not so effective managers and leadership (Analoui et al. 2010). Despite the overall role of the manager is a highly critical one for the development and success of the organisation, the elements of managerial effectiveness has not been fully explored (Kotter 1996; Analoui 2002;

Giacchino and Kakabadse 2003), as effectiveness constitutes valuable tools for achievement and performance, of which, needs to be given high priority.

Indicators of managerial effectiveness (ME) as shown in Figure: 2.5 attempts to identify and bring to the forefront the necessary elements of managerial effectiveness, as both Analoui (1995, 1999) and Drucker (1992) state, not only revealed the importance to understand the processes involved, moreover, to critically search for practical approaches for improving managerial effectiveness within the workplace.

Figure: 2.5 Indicators of Managerial Effectiveness



Source: Mullins (2007:463)

Despite managerial effectiveness (ME) is illusive in nature, a difficult concept to quantify (Bennett and Brodie 1979), and as Analoui (1994) further stresses, is difficult to measure, it has gained interest from lateral, multi-lateral agencies and researchers namely; Mintzberg (1973), Margerison et al. (1987) and Analoui (1997, 2002). Effectiveness of managers is an important element in current contemporary organisations (Bao 2009), as they need effective and competent managers to be able to reach objectives and goals both efficiently and effectively. Moreover, it is a key component which enables effectual operation and delivery of complex initiatives (Analoui 1999).

Developments in the area of managerial effectiveness (ME) indicate that skills and competencies make up only a small part of the requirements for effectiveness (Analoui et al. 2011). Management then, may be viewed as a special kind of leadership in which the achievement of the organisational goal is vital and managers strive to operate in a situation with optimum performance outcomes. The performance of managers and how effective they are in any given situation is ultimately related to many variables from an individual to an organisational dimension. Therefore, management revolves around the creation of sustaining effectiveness, as managers are responsible for the effective utilisation of the available resources and the continued well-being of the organisation is ultimately the product of their effectiveness (Dunnette 1971). Moreover, as Drucker (1988) states, managers are expected to get the right things done and is expected to be effective.

Das (1991) and Das and Manimala (1993), compared Mintzberg's managerial roles in the Indian context and found skills associated to; (1) interpersonal relations, (2) crisis management, (3) employee counselling and (4) communication, as highly prominent and vital for effectiveness. Moreover, roles such as 'leaders', 'monitor' and 'entrepreneur' were found to be important aspects of managers, compared to roles such as 'figureheads', 'negotiator' and 'spokes-person'. Moreover, as the managers' job has evolved from the supervision of subordinates to helping in strategy formulation; managing change, making and developing cross functional teams and improving stakeholder relationships, is more demanding and so has the interest in investigating the factors that impact

efficiency and effectiveness of the manager (Mintzberg 1973; Analoui 2007). Despite this and regardless of its increasing importance, the field of managerial effectiveness (ME) has been neglected as compared to other issues of management (Willcocks 1992). As India is a rapidly growing economy largely dependent on the human capital, increasing attention is being directed to its organisations. In this context of non-governmental organisations (NGOs), the efficiency, skills and training of their managers towards improving their own managerial effectiveness (ME) is of paramount concern.

Definition and Measures of Behaviour

There is not a single definition of managerial effectiveness (ME) that can be used in theory and practice, and neither is there are single clear-cut model or method for measuring Managerial effectiveness (ME) among managers (Luthans 1988). Interestingly, Reddin (1970) concentrated on efficiency and effectiveness, and the relationship between input and output, stating that in order to be efficient, more output should be gained or achieved from the given input (Analoui et al. 2010). Subsequently, Bennett and Brodie (1979) associate it with results and consequences in relation to purpose, and giving validity to particular activities. Moreover, Drucker (1988) separated efficiency and effectiveness, and characterised effectiveness as the foundation of success. According to Mintzberg (1973) an effective manager is one who identifies the need to understand the content of the job, and uses the available resources to carry it out. Thus, effectiveness is characterised as a set of required skills to get the right things done, considered as a function of a manager's competence to master complex set of practices including; time-management, result-orientated, building on strength, concentrating on fewer major areas and making effective decisions. Moreover, a role-based framework in Katz and Kahn's (1978) open systems approach study, suggests managerial effectiveness (ME) is determined by environmental inputs and various styles of behaviour.

Nevertheless, it is argued that in addition to being efficient, it is vitally more important for managers to be effective. According to Reddin (1970) an effective manager is one who can manage a situation appropriately and produce results from it, hence, effectiveness relates to performance and not personality; whereas

Drucker (1970) argues, effectiveness of other people can be a result of what the manager has contributed, thus, managers' effectiveness is therefore, dependent on many other surrounding people. For Stewart (1991) three factors as shown in Table: 2.8, need to be dealt by the manager in order to be effective.

Table: 2.8 Three Factors for Effectiveness

NO	Factor	Description
1	Demands	Tasks that must be dealt with, and cannot be ignored
2	Constraints	Factors limiting the managers actions, including limited resources and people's attitudes
3	Choices	Opportunities that exist in the job, allowing the manager to do something different from what the other managers are doing. However, changes to either the demands or constraints elements will ultimately affect the choices available too

Source: Adapted from Stewart (1991)

Luthans (1988) research on what real managers do, found only few managers who were both effective and successful, and that the contribution for managerial effectiveness derived from aspects associated to communication and human resource management (HRM). It is therefore, vital for a combination of various factors to exist in order to identify managerial effectiveness. Analoui (1997, 1999) further states that in addition to gaining an understanding of the processes involved, it is also vitally important to identify practical ways for improving it. Mullins (2007:462) suggests measuring and assessing managerial effectiveness (ME) with factors such as; the strength of motivation and morale of staff, the success of their training and development (T&D), and, the creation of an organisational environment in which staff work willingly and effectively. Moreover, Drucker (2006) argues that effective managers vary; however, they all have eight practices which ultimately provide them with the essential knowledge of which they convert into effective action, and these are:

1. *Recognise what needs to be done*
2. *Understand the nature of the organisation*
3. *Develop action plans*
4. *Take responsibility for decisions*

5. *Take responsibility for communicating*
6. *Focus on opportunities rather than problems*
7. *Have productive meetings*
8. *Think and say 'we' rather than 'I'.*

Despite whichever method of effectiveness is adopted, managers are effective dependent upon the adoption of the most appropriate style of behaviour (Mullins 2007:265).

Styles of Managerial Behaviour

Various styles of behaviour exist, however, Mullins (2007:465) states that managers' behaviour is determined through a combination of factors influenced by; (1) task orientation and to the extent to which the manager directs both personal and subordinates' efforts through planning, organisation and control, and, (2) relationship orientation which is dependent upon the managers' personal job relationships. This is characterised by consideration for subordinates' feelings, mutual trust and encouragement. Additionally, Reddin's (1970) 3D model identifies eight possible styles of managerial behaviour, under which, a combination of task orientation, relationship orientation and apparent and personal effectiveness elements determine managers' basic styles of managerial behaviour. Moreover, managerial effectiveness for Reddin results from the appropriateness of a particular style of management to the demands of the situation in which it is applied, as shown in Table: 2.9. According to Reddin's theory, managerial effectiveness cannot be measured simply in terms of achieving production or relationships with other people. The manager must also be adaptable in adopting the appropriate style of behaviour that will determine effectiveness in achieving the output requirements of the job.

Whatever the attributes or qualities of a successful manager, one essential underlying criterion is the effective use of time. With many managers who complain that they do not have sufficient time, it may be more a case that they have failed to organise themselves or their work properly, and the most important members of staff to be managed are themselves. The importance of time management has long been recognised as an inherent feature of management.

Moreover, Drucker (1988a) refers to time as the limiting factor for effective executives as it is a unique resource.

Table: 2.9 Reddin's Style of Management

No	Style of Management	Description
Effective		
1	Bureaucrat	A lower concern for both task and relationships. The manager is seen as being interested mainly in rules and procedures to control the situation, and as conscientious.
2	Benevolent Autocrat	A high concern for task and a low concern for relationships. Managers know what they want and how to achieve it without causing resentment.
3	Developer	A high concern for relationships and low concern for task. The manager is seen as having implicit trust in people and concern mainly with developing them as individuals.
4	Executive	A high concern for both task and relationships. The manager is a good motivator, sets high standards, treats people as individuals, and favours team management.
Less Effective		
5	Deserter	Low concern for both task and relationships in a situation where such behaviour is inappropriate. The manager lacks involvement and is passive or negative.
6	Autocrat	A high concern for task and a low concern for relationships in a situation where such behaviour is not appropriate. The manager lacks confidence in others, unpleasant and interested only in the task in hand.
7	Missionary	A high concern for relationships and a low concern for task where such behaviour is inappropriate. The manager is interested mainly in preserving harmony.
8	Compromiser	A high concern for both task and relationships in a situation requiring high concern for neither, or for only one orientation. The manager is a poor decision-maker, too easily influenced by the pressures, and as avoiding immediate pressures and problems at the expense of maximising long-term output.

Source: Adapted from Mullins (2007:467)

Overall, as managers are likely to be judged on their own performance together with the results of other staff, they therefore, need to review both their own effectiveness and their efficiency to ensure that they are doing the right things, and making the most economic use of the resources. Moreover, as Analoui (2007) states, managerial effectiveness (ME) can be further examined on the level of their staff; motivation and morale, training and development and, set-up an organisation climate where the willingness to produce effective results is attainable. Considering this, Analoui's(1999, 2002) research and contribution to the body of knowledge into management and managerial effectiveness (ME) identified the eight parameters of managerial effectiveness and three contextual factors, which has through further in-depth studies (Labbaaf 1996; Analoui and Hosseini 2001; Al-Madhoun and Analoui 2002; Bao 2010; A-Hajji 2011; and Marouf 2014) revealed individual, internal and external factors which influence and determine the perceptions, behaviour and effectiveness of managers at work.

Approaches to Managerial Effectiveness: Empirical Studies

The development of management literature provides a generalisation that the nature of managerial effectiveness (ME) is associated with an understanding of their functions (Foyal 1911), major responsibilities (Drucker 1974), activities, demands and constraints placed on them, their choices (Stewart 1967; Drucker 1974), the major roles they perform (Mintzberg 1975) and, the aspects of their work and their major concerns (Analoui 2003). Following this, it is then feasible to determine the elements of the managers' job, and ultimately understand what they need in order to be effective managers. Initially, these universal principles were emphasised widely in advanced western countries, of which, have caught up in the rapidly evolving and changing developing countries, such as India.

Srivastava and Sinha (2007) examined the underlying dimensions of managerial effectiveness in the private sector organisation in India, and found that the construct of effectiveness is an important concept, and that it is essential to understand the associated elements of effectiveness specifically, in terms of individual effectiveness. An important issue of managerial effectiveness (ME), is multi-tasking. Mintzberg (1973) found that being able to devote small amounts

of time to varied tasks was essential, and Fraser and Zarkada-Frazer (2003) found that effective managers need to simultaneously manage a multitude of tasks and relationships with subordinates. Furthermore, Bolman and Deal (1991) argue that managers who challenge a broad range of daily organisational tasks and problems tend to function more effectively. Consequently, increased effectiveness can additionally be achieved by refining managers' self-perceptions and the expectations of other subordinates such as; timing, criticality to achieve and deliver improved results, effective operations and programs (Hacker and Washington 2003).

Labba et al. (1996) state that senior and middle managers, are regarded as major players in the development of nations in a particular economy. Focus on the concept of managerial effectiveness in developing countries has been minimal; in fact, it has mostly focused on elements other than itself, as Mullins (1993) and Analoui (1999) both state that the organisational setting has been more important focusing on social, cultural and political elements. Additionally, Willcocks (1992) argues it to be associated within an open system theory. Moreover, academic interest reveals that the managers own perceptions and understanding of effectiveness in relation to a particular context is amongst those being influenced by these elements and factors (Analoui 1999, 2007).

Research carried out in the public service sector at the Government of India's Indian Railway Organisation (IRO), Analoui (1995) found that the senior managers' and officials' effectiveness was disproportionately associated with task-related aspects rather than people-related aspects. Interestingly, although more skills and knowledge which would enable them to deal with people more effectively was essential, consequently; communicating, motivating and managing people emerged as the greatest preoccupation for the senior managers. Moreover, it was discovered that the broad categories of managerial skills formed a hierarchy which in turn suggests that, the more senior position a manager occupied, the essential need for more people, self-development and knowledge skills were vitally important. Bamel et al. (2011) attempted to re-examine the construct of managerial effectiveness (ME) perceptions of managers from various private sector organisations in India using a western instrument

comprised of eight variables grouped into three factors of; (1) productivity, (2) adaptability and (3) flexibility. It was found that in contemporary Indian organisations, managers perceive effectiveness as a function of productivity, adaptability, quality and flexibility. Moreover, their results showed resemblances with the work of Chauhan et al. (2005), which concluded that the functional effectiveness of managers were associated to productivity factors. Along with Hersey and Blanchard (1977), who identified employee flexibility as an important factor for managerial performance and effectiveness, Analoui's (1997) study of managers among the Romanian public sector and additionally, Al-Madhoun and Analoui's (2002) Palestinian study identified flexibility as a critical factor for managerial effectiveness (ME).

The work of House (2004), investigated how managers from 62 countries viewed managerial and leadership work, and revealed unique information on how culture influences managers and their leadership, and universal attributes of an exceptional manager and leader showed characteristics of; a high degree of integrity, charisma and interpersonal skills. Moreover, an ineffective manager was found to be: an introvert, malicious, self-focused and an autocratic individual (Northouse 2007:319).

In a developing country like India, the significance of management can hardly be over emphasised. The concept of culture and deep-rooted traditions are vital elements in determining managerial effectiveness (ME) as Northouse (2007:319) found, South Asian managers place importance on aspects which are; self-protective, humane-orientated, and team-orientated, and further found participative managers to be ineffective. Moreover, being collaborative, inspirational, and sensitive to people's needs and concerns revealed as the main characteristics towards of an effective manager.

2.3 Section Two

2.3.1 Introduction

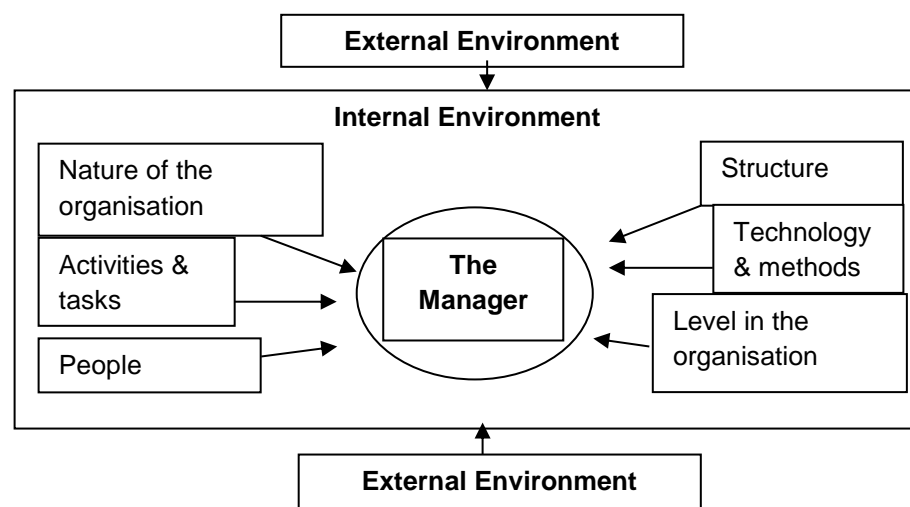
Managers deal with events and eventualities through the effective use of people to reach organisational objectives, results and goals. Armstrong (2000:3) and

Analoui et al. (2010) state that, although management focuses on getting things done through people, the manager is concerned directly or indirectly with all other resources, including their own, and a great deal of activities to fulfilling different roles.

2.3.2 Managers: What Do They Do?

The challenges of trying to describe managerial characteristics result from the inaccurate accounts of what managers actually do. They are involved in numerous activities and jobs within the workplace which makes the task of defining them, elusive. The work of Stewart (1967), Mintzberg (1973) and Kotter (1996), present major descriptions of the manager who are a vital resource of the organisation. Moreover, Levitt (1991) states the three important things managers must do well are to think about the (1) purpose of the organisation and the direction in which it should be going, (2) foster, promote and manage change, and, conduct operations in an (3) effective and efficient manner. Ultimately, managers living in a globalising world, in varied sector organisations whose objectives can change and priorities can shift, the manager must therefore, be effectively responsive to these changing circumstances (Gold and Mumford 2004:5). As shown in Figure: 2.6, managers need to adapt to conditions in various ways and aim to be successful in accordance with their own perceptions of expected behaviour, their experiences and their personal characteristics.

Figure: 2.6 Work of a Manager – The Environmental Setting



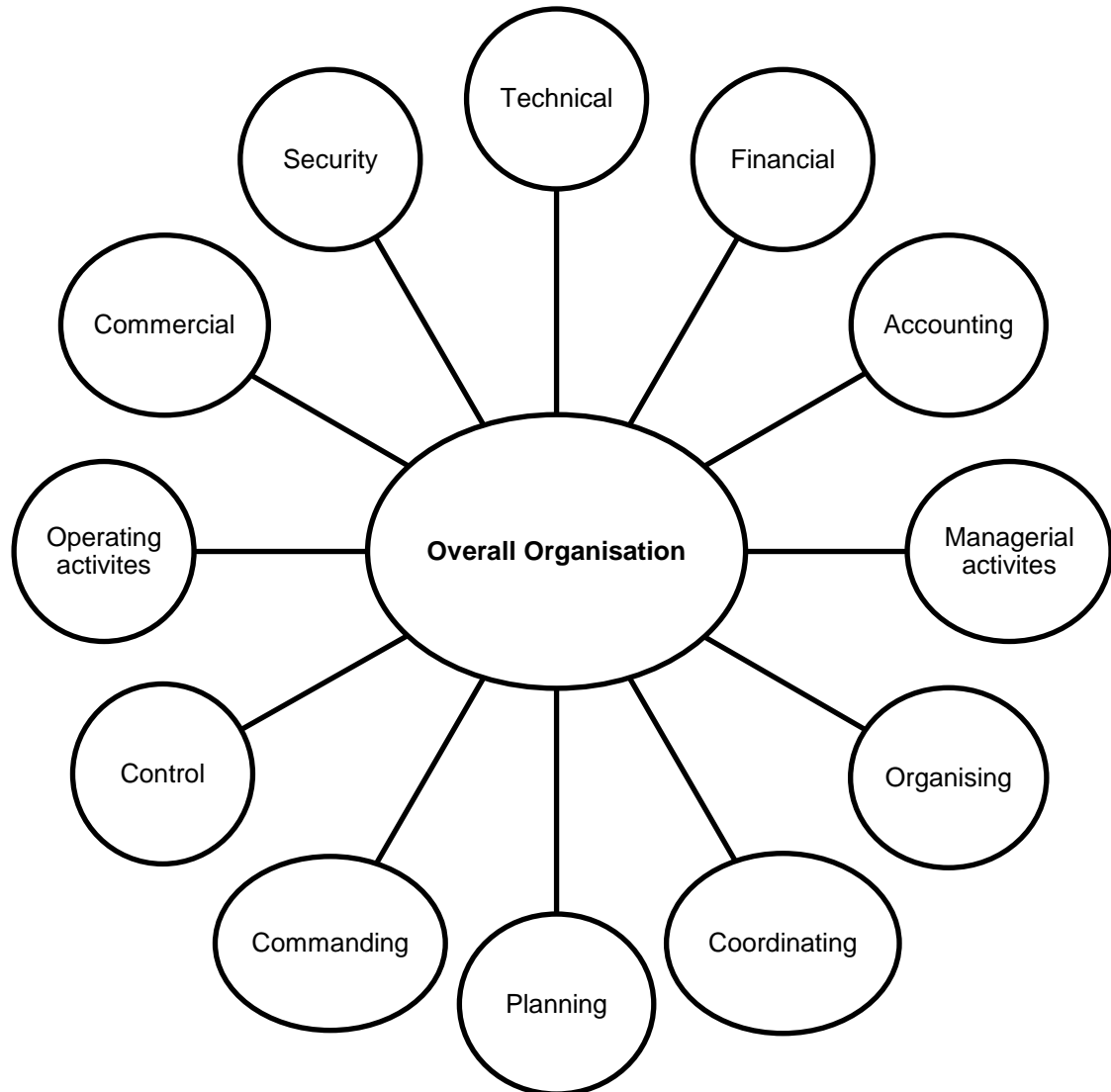
Source: Adapted from Mullins (2007:423)

2.3.3 Managerial Functions

There are various rationalities concerning managerial functions which are collaborated together as shown in Figure: 2.7.

Shipper (1995) states managerial functions as 'desired outcomes' which are achieved through actual behaviour and roles, whereas, Foyal (1916) views five managerial functional of rational and logical steps of; (1) planning, (2) organising, (3) command, (4) coordination and (5) control, of which, have developed extensively to date. Interestingly, Gullick and Urwick (1937) formulated planning, organising, staffing, directing, co-ordinating, reporting and budgeting (POSDCORB). Moreover, Apply (1965) included planning, executing and controlling, and Dale (1965) argued that innovation and presentation are vital managerial functions. Drucker (1973) however, adds more functions which are; motivation, communication, measurement and development of people including managers themselves, of which, in relation to this research, highlights that effective management not only requires the development of people, moreover, the development of managers skills and performance is of paramount importance.

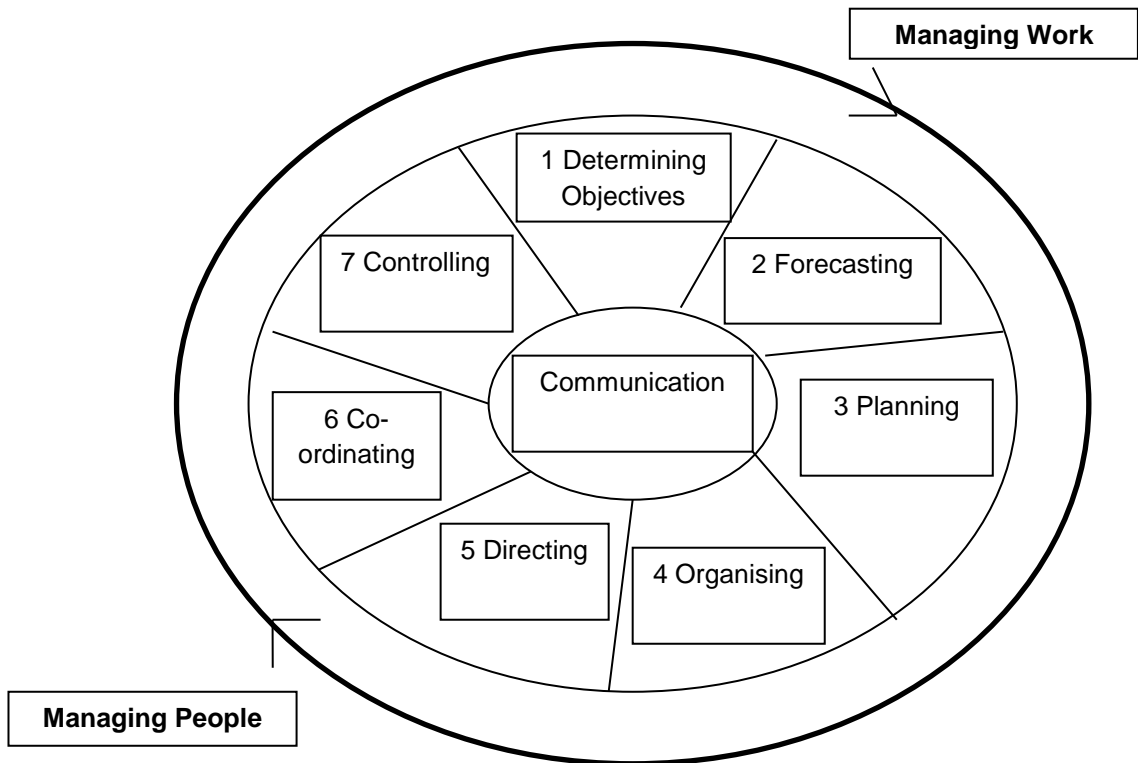
Figure: 2.7 Foyal's Distinction of Organisation Activities



Source: Adapted from Stoner and Freeman (1989:25)

Consequently, Prasad (1985) in review of Davies (1951) work agrees on the functions of the top or senior management as; *planning*, *organising* and *controlling*. Adding *motivating*, Brech (1972) is compared with the work of Koontz and O'Donnell (1976), who in addition to *planning*, *organising*, *directing* and *staffing* argued that; *evaluation* and *representation* as vital managerial functions (Analoui 1997). However, Kakabadse et al. (1987) schematic model as shown in Figure: 2.8 presents a distinction between the people and task related aspects of managerial work.

Figure: 2.8 Wheel of Managerial Functions



Source: Adapted from Kakabadse et al. (1987:10)

Overall, managerial functions are a highly essential element in relation to the managers' job, irrelevant of their level of managerial hierarchy. It can be concluded that managerial function consists of four vital aspects these are; (1) **Planning**, it is ultimately how well managers' plan that determines how the performance levels of the organisation is effective and efficient. (2) **Organising**, is a process used to establish a structure of working-together relationships within the organisation to achieve goals, which involves grouping departmental staff according to job-specific tasks, authority and responsibility, coordinate the human resources of the organisation. (3) **Leading**, here managers articulate a vision for staff to follow making sure that they understand their roles and duties in achieving of the goals. (4) **Controlling**, allows managers to not only evaluate their own performance, moreover, it evaluates the process of specific goal attainment and to take actions to maintain or improve performance, allowing managers to assess their own performance and actions, thus, regulating the organisations efficiency and effectiveness Jones et al. (2000:8).

2.3.4 Roles Managers Perform

The contemporary manager holds three main fundamental tasks of managing people, work and, managing the production and operations of the organisation (Donnelly et al. 1998:19). However, managing is simply more than solving behavioural and technical problems, it is greater than managing individual work and organising the organisation's future, in fact, a combination of essential knowledge and skills are relevant in order to be an effective manager. Armstrong (2000:5) further validates that manager's roles involve a great deal of interpersonal relations, communicating, information processing and decision-making, which fall into four fundamental categories as shown in Table: 2.10.

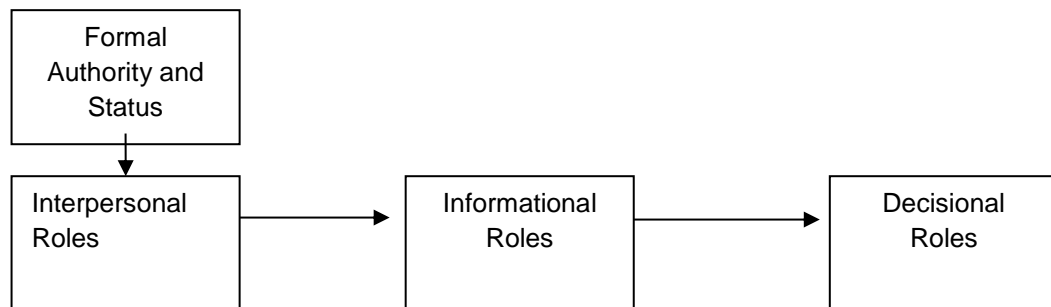
Table: 2.10 Four Fundamental Categories of Managers Roles

No	Fundamental Categories	Description
1	Getting Things Done	Maintaining momentum and making thing happen
2	Investigation	Finding out what is going on
3	Decision-Making	Reacting to new situations and problems
4	Respond	Responding to demands and requests

Source: Analoui (1997:16)

Nonetheless, what managers do cannot be related to the classical view of the activities of management, in fact, their roles are more meaningfully linked to a set of behaviours that are associated with their job roles and duties, as both Kreitner (2001:16) and Mullins (2007:424) state. Mintzberg viewed managerial jobs as a series of roles assumed throughout the process of achieving organisational goals (Karami et al. 2006). Thus, the roles managers need to perform and skills they need to utilise in order to be effective as they plan, organise, lead and control resources are according to Mintzberg's (1973) theory of ten specific tasks, and are grouped into three specific roles of; (1) interpersonal, (2) informational and (3) decisional roles as shown in Figure: 2.9. Despite that it overlap with Foyal's model, Minzberg's views have been quoted widely within the body of management literature (Analoui 1999), as it focuses on what managers do throughout the day or week within the organisation as they manage.

Figure: 2.9 The Managers Roles Identified by Mintzberg (1973)



Source: Mullins (2007:242)

The Interpersonal Roles

The manager coordinates, interacts, provides direction, supervision and develops relationships with employees and the organisation. This category of roles directly influences the status and authority of the manager. Analoui (2007) states that the interpersonal manager is expected to function as leaders, motivate others as well as provide for effective staffing and training activities. Initially, managers at all levels are; (1) **role-models**, as they represents the department or organisation. (2) **Leaders**, as they encourage high-level of performance among subordinates who are further encouraged for appropriate training, counselling, support and mentoring. (3) **A liaison manager**, is vital to create links and coordinate activities both inside and outside of the organisation (Mullins 2007).

The Informational Roles of Managers

As a (1) **monitor**, Mullins (2007) states the manager analyses the tasks necessary to obtain and transmit information from both the internal and external environment, of which, the manager is able to effectively organise and control subordinates and resources. (2) **The disseminating manager**, influences employees work attitudes and behaviour through the transmission of relevant information, and (3) **the spokesperson**, is responsible to positively promote the organisation to gain attraction both internally and externally. Mintzberg's (1973) research was the first real attempt at defining management roles with relevance to all levels of job roles. Not surprisingly, the founder of classical management theory is criticised for being too general for the contemporary and complex organisation, hence, unable to deal with the rapidly changing organisational environment (Stoner and Freeman 1989).

The Decisional Roles of Managers

This role focuses on the methods managers use for strategy planning and the utilisation of resources. (1) **The entrepreneur**, selects the projects and programs to initiate and is critical in how to invest resources to increase organisational performance. For the (2) **disturbance handler**, the manager must additionally adopt the figurehead and leader roles and, is further responsible for the handling of unexpected events or crisis that threatens access to resources or funding. Generally, an important role a manager conducts is that of the (3) **resource allocator**, who decides the best ways to use people and the resources. In this role, the manager must also be a (4) **negotiator**, who makes agreements to resources, and negotiations with external organisations (Mullins 2007).

2.3.5 Managerial Skills and Competencies

A combination of education, knowledge and experiences enable managers to acquire three principal skills as Jones et al. (2000) state, are vital in order to utilise organisational resources efficiently and effectively, these are; (1) **Conceptual skills**, the ability to analyse and diagnose a situation and being able to distinguish between cause and effect. (2) **Human skills**, communication is a vital element in acquiring human skills, and the ability to understand, alter, lead and control the behaviour of individuals and groups. Moreover, being empathetic and understanding of other employees within the organisation is a highly important element for the manager in order to acquire, and manage interpersonal interactions effectively. Constructive feedback for managers from peers, superiors and subordinates on the performance of their roles, strengths and weaknesses, allow managers to identify, rectify and develop their own human skills. (3) **Technical skills**, managers must have varied in job-specific knowledge and techniques which are vital to carry out their roles and duties.

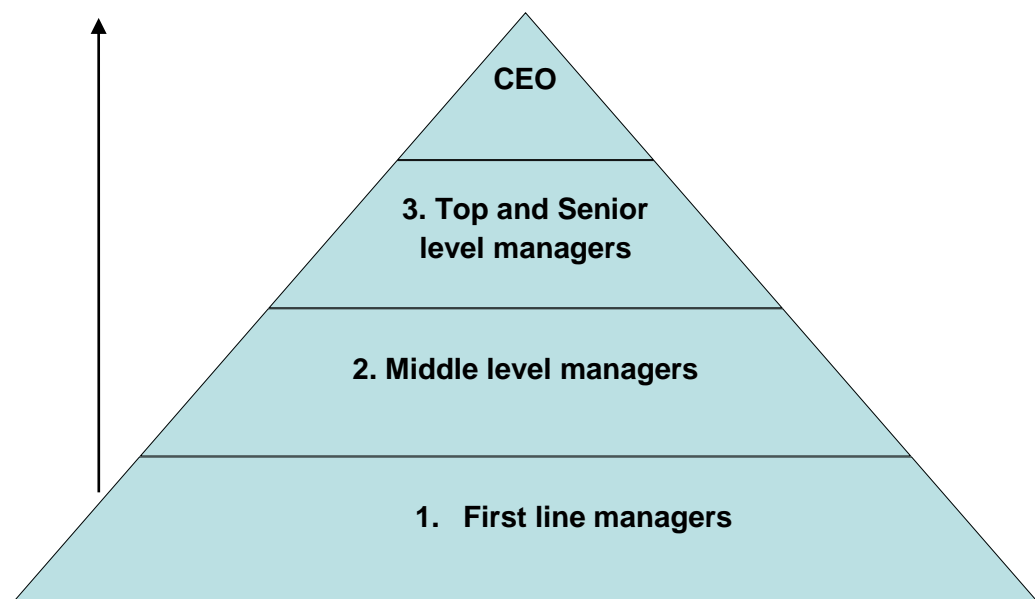
2.3.6 Hierarchy of Managers Job Roles

For organisations to perform efficiently and effectively, typically, various types and levels of managers are vital. As shown in Figure: 2.10, at the base of the hierarchy model are the (1) **first-line managers**, also known as low-level managers and Supervisors, they are usually responsible for the daily supervision of the non-managerial staff. (2) **Middle level managers**, Jones et al. (2000)

argue supervise the first-line managers and are usually responsible to find the best way to organise the staff and other resources to achieve organisational goals. (3) **Senior level managers** have cross-departmental responsibilities, as they are responsible for all department performances. They reporting to the CEO, have to establish organisational goals, decide how departments need to interact, formulate policies and modify organisational structures. Moreover, they initiate new approaches and monitor each middle manager for their utilisation of resources to achieve goals. According to Jones et al. (2000), research had found that planning, strategic decision making and public relations are of high-importance for senior managers.

Interestingly, managers' responsibilities, tasks and duties are constantly evolving as the organisational and external influences impact the working environment. Therefore, senior managers advise middle and lower level managers to consider cross-departmental views in order to find new opportunities, as managers must improve in efficiency, effectiveness and organisational performance which in turn, contribute towards their performance and overall effectiveness at work.

Figure: 2.10 Typical Hierarchy of Managerial Job Roles



Source: Adapted from Jones et al., (2000:11)

2.3.7 Patterns of Managerial Work: Demands, Constraints and Choices

Research previously carried out indicates that managers need unique role requirements which are specific to their particular type of managerial position within a particular organisation. Stewart (1967,1982) formulated a three core-component model as shown in Table: 2.11, which describes varied types of managerial jobs, how managers carry them out and; generalises managerial work.

Table: 2.11 Stewart's Three Core-Component Model

NO	Core Component	Description
1	Demands	They are not what the manager ought to do, but only what must be done. This includes: -Meeting minimum criteria of performance, -Work which requires personal involvement, -Complying with bureaucratic procedures which cannot be avoided, -Meetings that must be attended
2	Constraints	These are internal or external factors which limit what the manager can do, such as; -Limitations, - Legal or trade union constraints, - Technology, - Physical location, - Organisational constraints, - Attitudes of other people
3	Choices	These are activities that the manager is free to do, but does not have to do. They are opportunities or to do the work in a different way such as: - What work is done within a defined area, - To change the area of work, - Sharing work, - Participation in organisational or public activities.

Source: Mullins (2007:427)

Interestingly, according to Mullins (2007), the model not only provides a framework for considering the nature of managerial work, moreover, it highlights the manner in which managers undertake their jobs. Therefore, in order to

understand what managerial work entails, it is vital to understand the nature of their flexibility, variations in behaviour and work differences before any generalisations can be set.

2.3.8 Changing Paradigms of Management and Managers

Successful managers as Kreitner (2001:10) states, are ones who anticipate and adjust to changing situations and condition which occur as a result to the five overarching sources of change, these are; (1) **globalisation**, (2) **the evolution of product quality**, (3) **environmentalism**, (4) **an ethical reawakening**, and, (5) **the internet revolution**. Table: 2.12, further explains how these and other influences are reshaping the practice of management, development and managerial effectiveness (ME).

Table: 2.12 Twenty-First Century Manager: Ten Major Influences

No	Major Changes	Moving Away From	Moving Towards
1	Administrative Role	Boss/Supervisor/Manager	Team member/ facilitator / teacher/ sponsor/advocate/coach
2	Culture Orientation	Monoculture/ monolingual	Multicultural/multilingual
3	Quality/Ethics/Environmental Impacts	Afterthought (or no thought)	Forethought (Unifying themes)
4	Power Bases	Formal authority: rewards and punishments	Knowledge: relationships: rewards
5	Primary Organisational Unit	Individual	Team
6	Interpersonal Dealings	Competition: win-lose	Cooperation: win-win
7	Learning	Periodic: (preparatory: curriculum-driven)	Continuous (Lifelong: learner-driven)
8	Problems	Threats to be avoided	Opportunities for learning and continuous improvement
9	Change and Conflict	Resist/react/avoid	Anticipate/seek/channel
10	Information	Restrict access / hoard	Increase access/share

Source: Adapted from Kreitner (2001:11)

According to Barner (1996), the seven challenges managers are expected to foresee will reshape the organisational structure and operations, these are; (1)

the virtual organisation and reliant on computer networks,(2) the just-in-time workforce, with more part-time employees, (3)the ascendancy of knowledge workers, pursuing lifelong learning, (4) computerised coaching and electronic monitoring, with enhanced learning and decision making, (5) the growth of worker diversity, in an evolving multicultural and multilingual workforce, (6) the aging workforce, with a greater appreciation of older workers and less emphasis on early retirement, and, (7) the birth of the dynamic workforce, with an emphasis on innovation and adaptability. It is the managers' job to recognise these changes early which will affect the social, political-legal, economic and technological environments. Moreover, for Mullins (2007:432), the issues of formal structure and hierarchy, authority and power, industry experience and seniority, control and co-ordination are all challenging. Nonetheless, the most significant trends in the theory and history of management are the decline of hierarchical, bureaucratic, autocratic management and the expansion of collaborative self-management and organisational democracy (Cloke and Goldsmith 2002). The changing role of managers' requires vital attention as Prahalad (2000) states, the issues of values and behaviour which have often been ignored are paramount in addition to the six critical elements that need attention, which are:

1. The importance of a shared competitive agenda
2. Creating a clear charter of values and behaviours
3. Focusing on influence without ownership
4. Competing for talent and building the skill mix of the organisation
5. Speed of reaction in the organisation
6. Leveraging corporate resources to address emerging opportunities

2.4 Section Three

2.4.1 Introduction

The literature on non-governmental organisations (NGOs) management, development and effectiveness is emerging; hence, it can be termed as a new phenomenon. The management system of NGOs is distinct from that of the private and public organisation (Hudson 1999).

2.4.2 Definition, Nature and Characteristics of NGOs

Although non-governmental organisations (NGOs) are not new and have existed in various forms as voluntary, non-profit or charitable organisations, they have various definitions as shown in Table: 2.13. Irrespective of this, classifications such as; voluntary organisation (VO), community based organisation (CBOs) and grass-root organisations (GROs) are among several other definitions as shown in Table: 2 13. According to the World Bank (1989), NGOs are institutions that are humanitarian or cooperative and independent of governments. Brown and Koten (1991) and Lewis (2014:293) further state that NGOs encompass all organisations that are neither government or for profit, they vary in size, can be secular or religious and either donor and receive grants.

Working at local, national, regional and international levels, NGOs therefore, fall under the large definition of humanitarian work, exist to satisfy human needs which are unfulfilled by other social, economic and political institutions. They bridge the gap between local and technical knowledge in efforts to find long-term solutions, which are accepted by the target groups; and new approaches are implemented to solve problems and circulate knowledge through networks or building links with other organisations. They play a vital role in the development of society, as Lewis and Kanji (2009:12) further state that, NGOs carry out three roles of; (1) **Implementer**, (2) **Catalysts** and (3) **Partners**. Moreover, NGOs are rarely confined to a single role, hence, they can shift from one to another over time, as contexts and opportunities vary and change.

Table: 2.13 Classification of Non-Governmental Organisations (NGOs)

No	Abbreviation	Description
1	BINGOs	Big international non-governmental organisations
2	BONGOs	Business organised non-governmental organisations
3	CBMs	Community based management
4	CBOs	Community based organisations
5	DONGOs	Donor organisation: non-governmental organisations
6	NGOs	Non-governmental organisations
7	GROs	Grass-root organisations
8	INGOs	International non-governmental organisations
9	LDAs	Local development associations
10	LOs	Local Organisations
11	NGDOs	Non-governmental development organisations
12	PDAAs	Popular development agencies
13	POs	People's organisations
14	PVOs	Private voluntary organisations
15	QUANGOs	Quasi non-governmental organisations
16	RWAs	Relief and welfare agencies
17	SHOs	Self-help organisations
18	SNGOs	Southern non-governmental organisations
19	TNGOs	Trans-national non-governmental organisations
20	VDAs	Village development associations
21	VNPOs	Voluntary non-profit organisations
22	VOs	Voluntary organisations

Source: Rahman (2003)

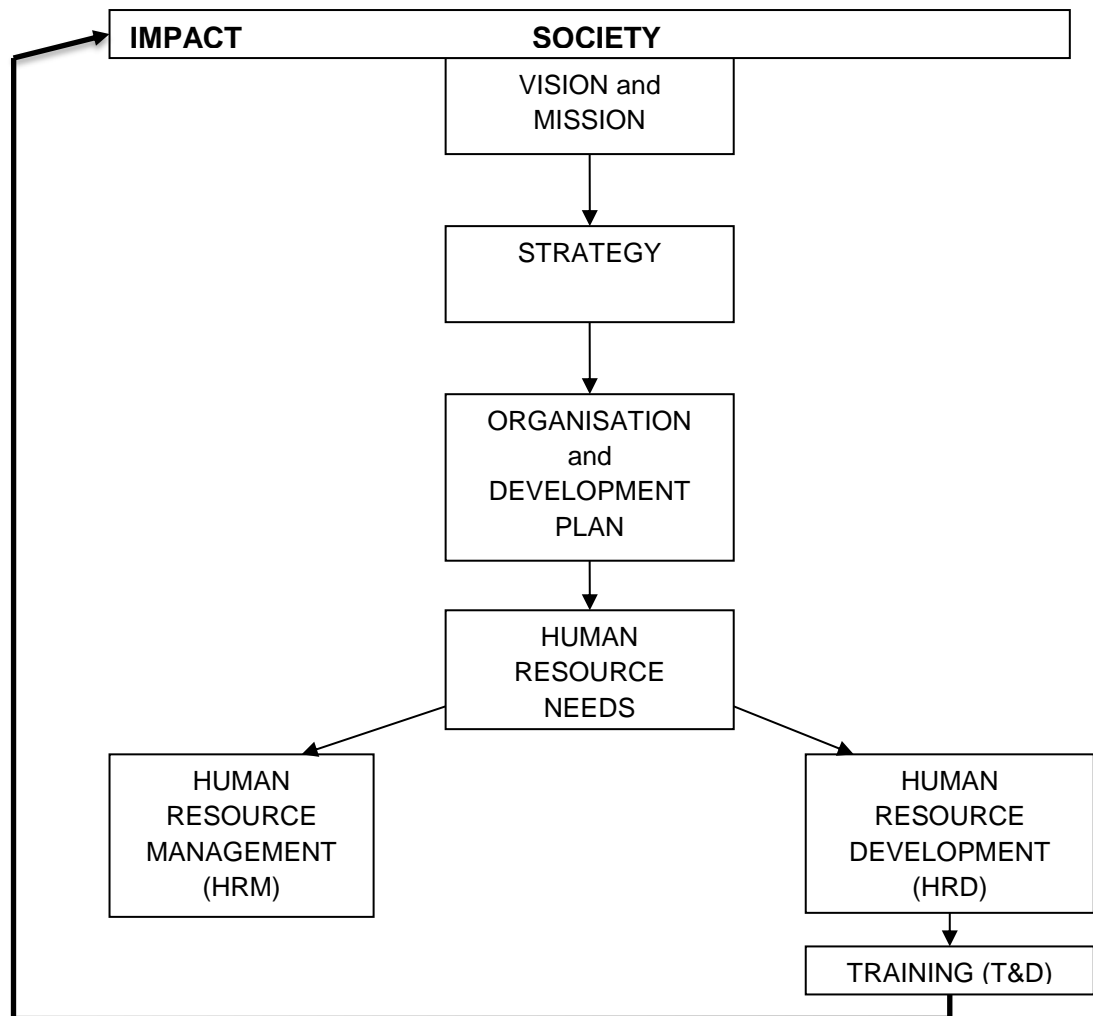
2.4.3 NGO Management

As NGOs are major leaders of civil society in both developed and developing countries, their management remains obscure, diverse and complex with numerous challenges which relate to internal and external issues, which in turn, impact their human resource development (HRD) aspect (Rahman 2007; Bromideh 2011). The concept of general management practices is widespread within the third sector organisation however, as Sokkie (2013) and Bhatti (2014) further indicate, they must strive to attract, develop, retain qualified and enthusiastic employees, keep them motivated as it can enhance managerial potential at both professional and personal levels, and the capability of the organisation through its competent workforce. Sharma (2015) further argues that

NGOs have a culture of participation and modernisation for employees' growth and contribution as social and work ethics, religious dedication, harmony and support contributes towards their professional growth.

Additionally, various training and development (T&D) programs and methods are implemented and focus on enriching employees with better social skills, and empower them for future development. For Fowler (1997:83), human resource management (HRM) is an important function of the NGO of which, should not be located in the personnel department, in fact, it needs to be incorporated as a task of the manager. The human resource (HR) needs of the NGO as shown in Figure: 2.11, are associated to the absence of competencies which include; skills, knowledge, attitudes and the values required to do various tasks of translating the NGOs vision and mission into action.

Figure: 2.11 Human Resource Management (HRM) in the Context of NGO Work



Source: Adapted from Fowler (1997:44,82)

The main difference in the human resource management (HRM) between an NGO and the private or public sector organisation is in the variation in application of methods (Padaki 2007). Moreover, Rahman (2007:229) states four NGO management characteristics of; (1) **shared vision**, (2) **strategic planning**, (3) **operate professionally**, (4) **to lead culture friendly**, and further proposed a management model based on the external environment, operations and stakeholders. The work of Brown (1991), Korten (1991), Hudson (1999), and Hailey (2006) has contributed towards the solution of the management crisis in the NGO sector, which has initially resulted in (1) **trial and error practices** and (2) **strategic management**.

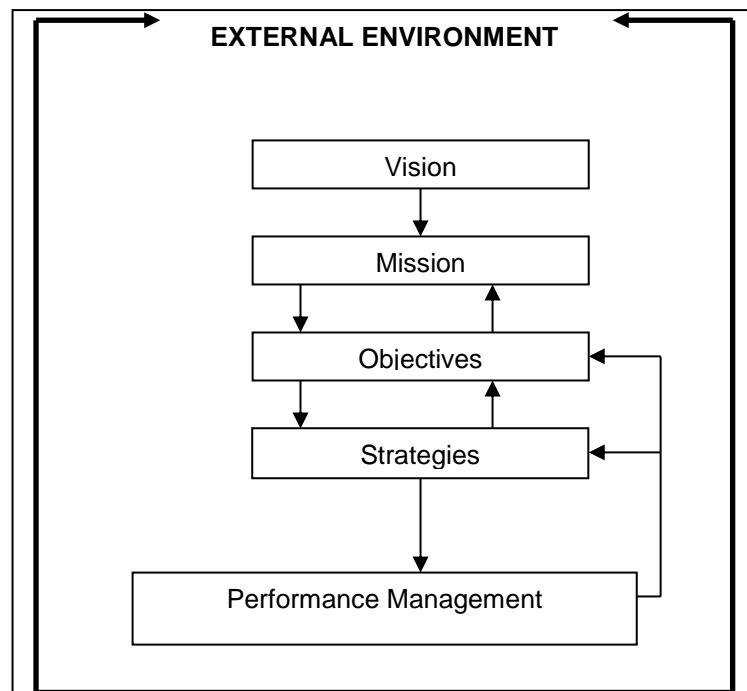
2.4.4 Trial and Error Practices

NGO management is far more complex than that of other sector organisations. They have to manage through the process of 'learning by doing'; hence, the difference being that NGO management takes the human approach, while other sector organisations prioritise the level of profit as a result in operation of their organisation. Moreover, according to Rahman (2003), South Asian NGOs in developing countries encounter the problems of; human resources (HR), financial management, information, networking resource management and operations management. To cope with these issues, NGOs have been heavily dependent on corporate sector management and methods, which for most of the time, has neglected the values of the third sector.

2.4.5 Strategic Management

Strategic management plays a vital role in enhancing organisational effectiveness in all types of organisations. Analoui and Karami (2003) found eight benefits of strategic management, and, Samour (2010) found that managers among Palestinian NGOs have a high level of strategic awareness; practice all phases of a dynamic model, and have strategies which they implement and evaluate. Primarily, as the management of the third sector in the West has gained popularity, theoretical propositions of further management models have subsequently emerged. Among these, Hudson's strategic management process model (1999) is based on three aspects: (1) **how objectives and corporate strategies are created and used**, (2) **how service strategies and operational plans are devised**, and, (3) **how performance is measured and managed**. Hudson (1999) further argued that a coherent philosophy for managing strategy in the third sector organisation can derive from the core concepts of; vision, mission, objectives, strategies and performance management. The model as shown in Figure: 2.12, is valid only when these core factors are linked together.

Figure: 2.12 Hudson's Strategic Management Process Model



Source: Adapted from Hudson (1999)

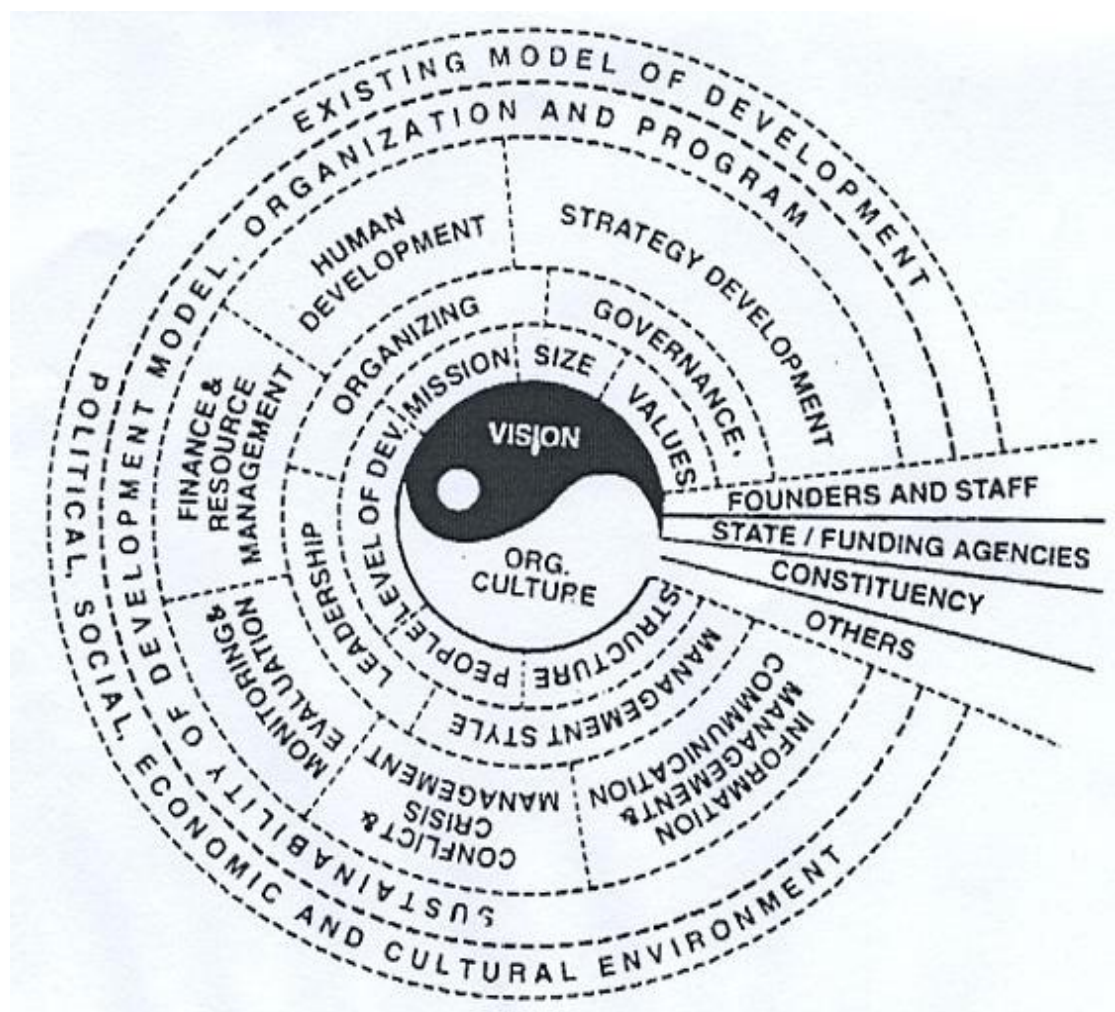
2.4.6 The Chakra Model

The Chakra Model (Asian Institute of Technology (AIT) NGDO 1999: Rahman 2003), was designed as a management system specifically for NGOs in the developing country of India. Chakra means a cycle or a roundabout in the Indian Sanskrit language, it is highly complex, comprising of a core element with five circles which aims to provide a framework for the NGO organisational management as shown in Figure: 2.13

According to this model, the core content of organisational culture is vision, as it plays a vital part in motivation and guarantees commitment, hence, a vision can be a powerful motivator for organisational staff. The first inner circle presents the NGOs characteristics as an organisation and covers; (1) **values**, (2) **level of development**, (3) **structure**, (4) **mission**, (5) **people** and (6) **size**. The second circle concerns the management approach covering; (7) **management style**, (8) **governance**, (9) **leadership** and (10) **organising**. The third circle includes key management responsibilities of; (11) **conflict and crisis management**, (12) **finance and resource management**, (13) **information management** and **communication**, (14) **monitoring** and **evaluation**, (15) **human development**

and, (16) **strategy development**. The fourth circle designs the (17) **general** and **financial sustainability**. The fifth and outer circle covers the external environment and includes; (18) **the existing model of development**; (19) **political**, (20) **social**, and the (21) **economic and cultural environment** (Asian Institute of Technology (AIT) NGDO 1999: Rahman 2003).

Figure: 2.13 The Chakra Model

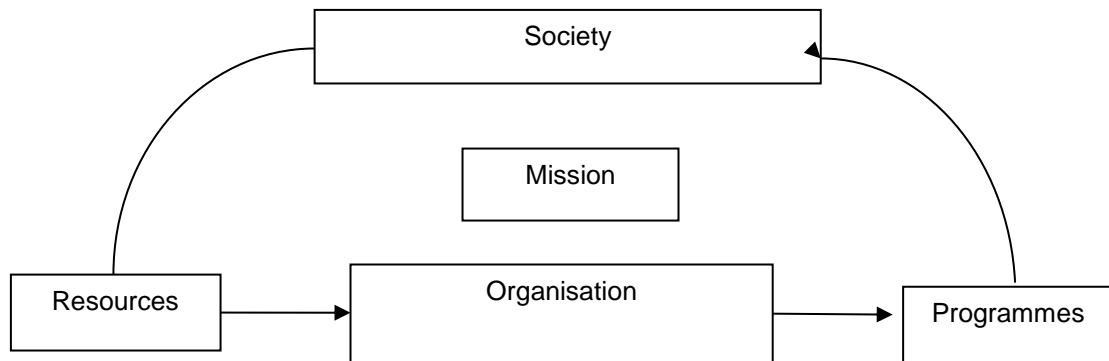


Source: Adapted from Asian Institute of Technology (AIT) NGDO:Rahman (2003:139)

2.4.7 Simplified Model

Developed by the Asian NGO Coalition, (ICVA 1987) for South-Asian NGO management as shown in Figure: 2.14, which is a constantly moving cycle which focuses primarily on programme development for society, whose members approve and provide resources and carry out the role of governance.

Figure: 2.14 Simplified NGO Management Model



Source: Adapted from Asian NGO Coalition (ICVA 1987:15)

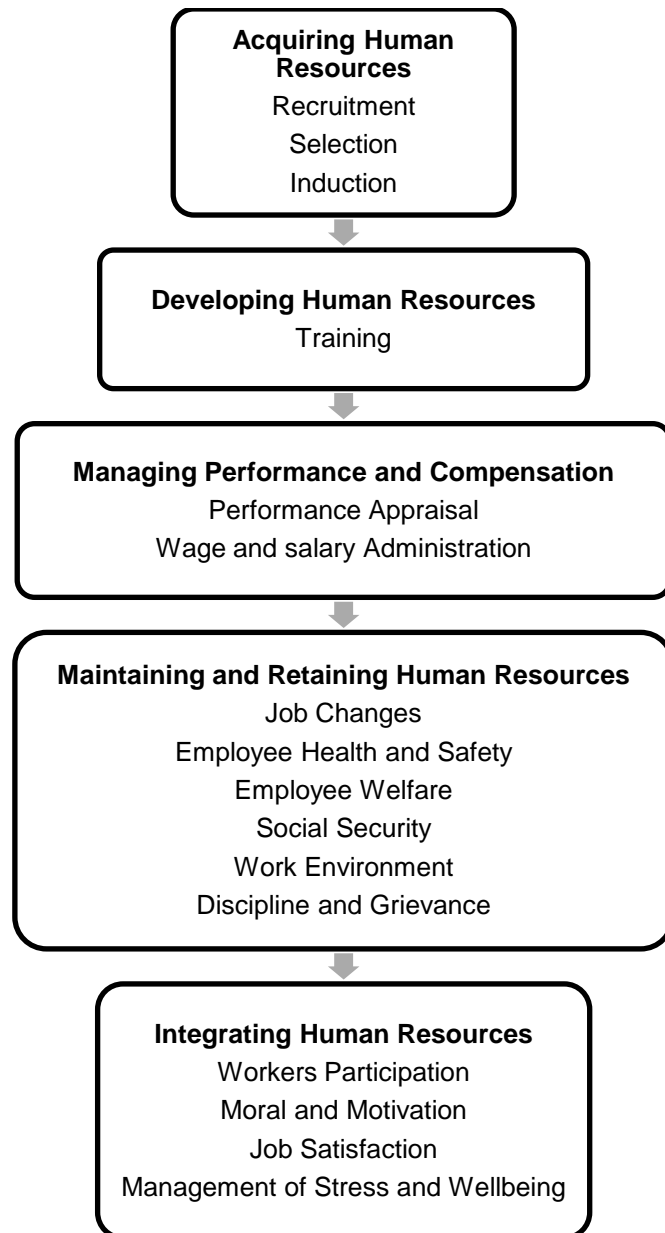
2.4.8 NGO Human Resource Development (HRD)

The overall mission of the organisation determines the necessary human resource management (HRM) aspects it needs and provides a framework of the necessary competencies for implementation. For the NGO as Padaki (2007:73) indicates, four conventional management levels of; (1) **strategy**, (2) **policy**, (3) **management control** and (4) **operational control** are vital. Furthermore, management development in the NGO organisation is typically restricted to project management methodology, and that leadership and management development is non-existent.

Important challenges facing NGOs in developing countries as Bromideh (2011:199) argues concern, decision-making processes, staff expectations, internal relationships and staff development. NGOs need to improve and professionalise their work which in effect, increases demands on management, and managerial leadership. Moreover, in the context of the Indian NGO, a typical framework of their human resource (HR) practices shown in Figure: 2.15 indicates as Ganesh and Kulkarni (2012) argue, is evolving and forming structure despite the numerous multi-faceted complexities from various influencing factors in the country which they have to contend with. For instance, the development of human resources (HR) includes orientation and job training to improve behavioural aspects, self-confidence, enhance skills and performance to do the jobs efficiently and adequately. Interestingly, Ankodia (2012) found that selected

NGOs in Rajasthan, India, did not have adequate HR procedures to follow, however, a culture existed which retained specific staff members.

Figure: 2.15 Framework for Human Resource Practices in Indian NGOs



Source: Ganesh and Kulkarni (2012)

Being occupied with numerous bureaucratic and routine tasks at work, Indian NGO managers face serious dilemmas in striking the appropriate balance between tangible and intangible incentives in their organisations. It is therefore,

as Padaki (2007:74) states, paramount to implement training and development (T&D) for NGO managers, moreover; eight wide-ranging human resource development (HRD) activities in Table: 2.14, are essential for improving NGO managers effectiveness at work.

Table: 2 14 Eight Distinctive Types of HRD Activities for NGO Managers

No	Type of HRD activity	Description
1	Internally Designed Courses	Training events designed specifically for the NGO and tailored to its needs, and are cost-effective when a large number of people need to learn the same things
2	Pre-Packaged Courses (local and foreign)	Pre-packaged events whose content is sufficiently similar to the needs of the individual, though per capita costs remain high.
3	Workshops	'Output-orientated' gatherings, which are useful for solving a particular problem, especially where joint ownership is needed.
4	Seminars / Conferences	Provide an exposure to issues or people, network information, create relationships and facilitate individual broadening or insights.
5	On-The Job Training	A method of practically exchanging expertise between one person and another. It is suitable where it is difficult to release staff, the tasks involved are technical or routine, or where detailed observation is needed to ensure that competence has been gained.
6	Exchanges	Tend to be short-term visits to gain an understanding of other ways of doing things, to see innovations, to gain new ideas and horizons, and to introduce new staff.
7	Secondments	Normally involves someone taking on a known role in a different setting, with training in mind. Secondments can help people to do old things in new ways as they adapt to other circumstances.
8	Self-Study/ Correspondence Courses	Systematic ways of gathering knowledge for an individual, sometimes accompanied by group work with others doing the same study. They are often chosen where access is difficult, the topic specialised, there is no urgency and where a recognised qualification is required but course attendance is not an option.

Source: Adapted from Edwards and Fowler (2002:449)

2.4.9 Hierarchy of NGO Staff

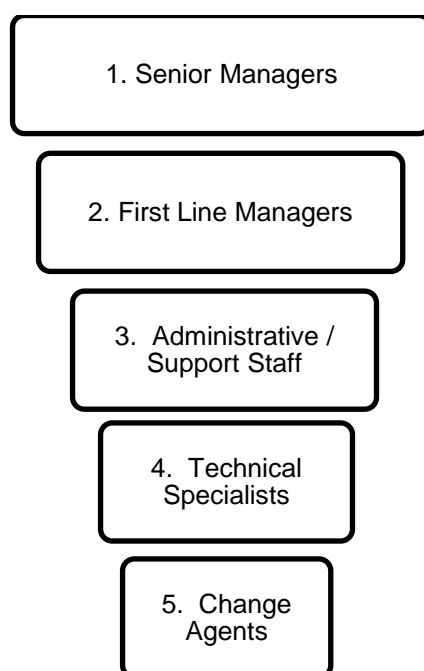
The unique nature and structure of the NGO organisation, as Fowler (1997:449) argues, indicates an absence of standardised job types. There are five types and categories of staff as shown in Table: 2.15 and Figure: 2.16, which are commonly used in NGOs and are appointed according to the NGOs needs.

Table: 2.15 Categories of NGO Staff

No	Category	Description
1	Senior Managers: Chief executive, executive director programme, finance, research, marketing directors	Carry authority and responsibility for strategy, performance and learning in programmes and across the organisation as a whole, with accountability to the governing body.
2	First-Line managers: (branch manager, zone manager, area manager)	Carry direct responsibility and authority for staff and costs in all programme operations and performance
3	Administrative / Support Staff: Accounting, purchasing, transport, audit, documentation	Provide non-programme / Project services to CAs, specialist staff and all management levels.
4	Technical Specialist: Sector specialist, technical officer, communications/ information officer, fund-raiser; HRM, HRD staff	Provide technical support to change agents, learning from field operations; problem-solver, trouble-shooter; technical liaison to similar people in other agencies; lobby and advocacy work in area of expertise.
5	Change Agent (CAs): Community development worker, community organiser, extension officer	Task is to work directly with the primary stakeholders as catalyst, facilitator, information source, adviser

Source: Adapted from Edwards and Fowler (2002:450)

Figure: 2.16 Hierarchy and Categories of NGO Jobs Roles



Source: Adapted from Edwards and Fowler (2002:450)

Moreover, by combining the eight types of proposed human resource development (HRD) and the five categories of NGO staff members as shown in Table: 2.16, an assessment can be drawn in relation to each element of the NGOs approach and, towards specific NGO managers training and development (T&D) for their effectiveness at work.

Table: 2.16 Applying Human Resource Development (HRD) Methods to NGO Staff

No	Cadre / Category of job	Internal Courses	Packaged Courses	Workshops	Seminar / Conference	On-the job training	Exchange Visits	Secondment	Self-Study
1	Senior Managers	Cost effective; relevant, highly recommended	Suited for specialist technical areas, proven utility, relevance may be a problem	Highly recommended Good for: problem-solving, to develop horizontal linkages, for cadre/staff strengthening	Builds networking provides exposure & broadening; important for policy dev. & conceptual issues	Limited application	Useful for policy exchange & strategic dev.	Highly recommended	
2	First Line Managers	Good for specific org. systems high cost if no low or irregular, adapted to external course recommended	Ditto (as senior managers)	Ditto (as senior managers)	Provides exposure & broadening; less suited for junior managers, except local-level interagency		Usually relevant & useful; recommended	Use only very selectively	Requires motivation & commitment, may help identify high performers, requires an agency policy

3	Administrative/ Support Staff	Relevant but normally of limited application	Relevant to professional dev.	Useful within departments.	Important for internal information sharing		Useful within country programmes	Limited application	Ditto (as for Change Agents (CAs))
4	Technical Specialist	Suited for specialist team development	Ditto (as Senior Managers)	Ditto (as for first line managers)	Ditto (as for senior managers)	Ditto (as for senior managers)	Useful and relevant, recommended	Ditto (as for senior managers)	Helps to keep on top of specialist knowledge
5	Change Agents	Ditto (as Administrative / Support)	Ditto (as Administrative / Support)	Team building for experienced staff, skilled facilitator vital, good to generate knowledge	Good for local level inter agency sharing	Practical orientation, suited to induction, good for special skills development	Suited to local level inter agency		Requires motivation & commitment, may help identify high performers, requires an agency policy
6	All Cadres / Categories	Good for addressing specific issues	Suited to specialist technical areas	Encourages reflection, participation; building skills for facilitators	Information sharing	Suited to orientation and induction	Good for develop. Ideas and learning technique	Case-by-case decision	Requires Motivation; country Policy needed

Source: Adapted from Edwards and Fowler (2002:452-453)

2..4.10 NGO Managerial Effectiveness

NGO managers face extraordinary challenges at both personal and organisational levels, work long hours usually with limited resources in uncertain and volatile political and economic circumstances to help the marginalised and disadvantaged members of society. Inner conviction and drive is a product of their individual potential, socio-political exposure and personal circumstances (Fowler 1997:75).

The complexity of NGO managerial challenges is evident in the emerging literature and research (Smillie 1995; Fowler 1997; Eada 2000; Lewis 2001; Smillie and Hailey 2001; Edwards and Fowler 2002; Hailey and James 2004; James et al. 2005), of which, Hailey (2006) concludes these challenges as; demanding and distinct from those experienced by managers of the other sectors. Hence, there is not only an urgency to provide relevant support to existing managers, moreover, a vital need to develop a new generation of managers of the third sector with leadership and managerial development programmes which incorporate best practice and current experience rather than, a repetition of the existing, traditional approaches of managerial training and development is vital.

For effective development, NGOs need to have adequate and consistent capacity. These harmonious elements include; *organisational design* and *systems* which link *vision* to *action* through appropriate strategies, programmes and projects of which, Fowler (1997:43) states are carried out by competent and well-managed people. Although NGO capacity is essential in order to achieve goals and missions, managerial leadership and management are critically vital elements for effectiveness and viability. Sogge (1996) further states that, despite the job description, position, the natural outcome of voluntary commitment and co-ownership, managerial leadership and management are highly personalised, as the individual manager is always expected to make a qualitative difference to how things get done. Consequently, Fowler (1997:74) states that good leaders have many management qualities and good managers have many leadership qualities. Managers are responsible for two key elements; (1) **to set and maintain the overall organisational agenda, the vision**, and (2) **to mobilise followers behind the agenda**. However, in delegated set-ups, managers need

to do this by appealing to their inner convictions and use other instruments of guidance. Thus, the distinctive and critical task of the NGO manager is to:

1. To provide a consistent guiding image and moral ethos
2. To retain and promote sensitivity to deprivation and injustice experienced by the poor
3. To build a culture of association within the organisation which encourages sharing, and promotes reflection for learning
4. To bring coherence between members interests and organisational objectives
5. To act as a 'holder' for the psychological needs and frustrations of staff and volunteers
6. To reconcile individuals values and contributions with collective needs
7. To put the process of personal relations into sustainable development
8. To enable followers to become leaders themselves

Source: Fowler (1997:75)

Moreover, potential NGO managers need to be moulded according to their experiences, interpretations, motivations and processes. Hence, considering the demands of NGOs it is strategically necessary to invest in managers development, investing time, energy and financial resources into NGO managerial training and development is therefore crucial, as the vital and urgent need to be ahead of the rapidly changing demands and opportunities the NGOs face are critical.

2.4.11 Changing Paradigm of NGO Management, Development and Managerial Effectiveness

It is vital that management development needs become a priority for the NGO organisation, as it is an issue of central importance for all those concerned with capacity building as the world of organisations and management is continually changing (Analoui and Karami 2003). The cause of fundamental transformations that impact the managers' job as Stoner et al. (1995), Dimmock (1999) and Kakabadse and Kakabadse (2000) state, is that of rapid environmental changes which present a shift from the traditional to a new paradigm of management

occurs, as shown in Table: 2.17. These paradigms as Analoui and Karami (2003) indicate are shared mind-sets representing a fundamental approach of thinking about the perceived understanding of the world. Traditionally; coordination and control and, decision making authority are based primarily upon higher-level managers through the vertical hierarchy which has been the norm. Through the new paradigm, managers' responsibility is not solely of the decision- maker, in fact, it is to create learning capabilities throughout the organisation (Jordan and Jones 1997).

Table: 2.17 The Changing Paradigm of Management

Management Aspect	Old Paradigm (Vertical Organisation)	New Paradigm (Learning Organisation)
Forces on Organisations Markets, Workplace, Technology, Values	Local, Domestic, Homogeneous, Mechanical, Stability, Efficiency	Global, Diverse, Electronic, Change, Chaos
Management Competencies Focus, Leadership, Doing work	Profit, Autocratic, By individuals	Customers, Employees, Dispersed, Empowering, By teams

Source: Adapted from Analoui and Karami (2003)

The most imminent change effecting organisations is that of globalisation, as taking a global view of the world has become paramount for virtually every manager. In a developing country like India, NGO managers need to gain in-depth understand of cross-cultural patterns and work with team-members from various countries; hence, diversity is of vital importance. Hailey (2006) in examining the role of NGO managers analysed their characteristics and explored the challenges of designing appropriate management, training and development needs specific for the NGO sector. The International Forum for Capacity Building (IFCB 1998, 2001) and the World Alliance for Citizen Participation, (CIVICUS 2002) raised concerns in relation to the quality and availability of appropriate NGO managerial training and development, arguing for increased investment to develop a new generation of NGO managers and leaders.

2.4.12 Responding to Culture and Context

Understanding the role and performance of NGO managers must incorporate the environment, as the managers have to continuously adapt to; new managerial roles, the stress arising from pressure of work and, the demands of organisational crises. Kaplan (2002) states that the unrealistic demands from aid donors adds to these pressures faced by the NGO managers. Hailey (2006:9) argues that NGO managers need to exist in the wider political and social context if they are to be identified in determining their performance and effectiveness. An effective manager can transform an organisation by providing direction, inspiring staff, mobilising new resources while still maintaining a clear organisational identity, and promoting shared values. Smiley and Hailey's (2001) research among south Asian NGOs, found that participatory management needs a particular mind-set and specific management competencies such that successful managers must be able to; listen; respond to what is being said, adapt to managing cross-functional teams, along with a range of decentralised operations. For managers, they must engage in meaningful dialogue and have the ability to inspire and convince, of which, has contributed towards the success of local NGOs managers as they all acknowledge the importance of their colleagues in their success.

2.4.13 NGO Managers: Evolving Roles and Characteristics

Effective managers show high levels of 'emotional intelligence' and their performance is determined by their emotional maturity and ability to mobilise their emotional intelligence (Edwards and Fowler 2002). Additionally, they also demonstrate high-levels of self-awareness, are capable of self-management, socially aware and able to manage a diverse range of relationships. Smiley and Hailey's (2001) research among Indian NGOs emphasised the crucial role of the managers in the development and growth of the NGO, which entailed distinctive leadership styles, of which, appeared pragmatic, rational and inspirational. They also demonstrated a striking ability to balance competing demands on their time and energy with their own values and ambitions. Hence, it can be identified that NGO managers hold the following characteristics;

- A clear vision and a firm personal value-set

- A willingness to learn and experiment
- A curiosity and ability to scan the external environment
- Strong communication and interpersonal skills
- The ability to balance competing demands

The capacity to perform different roles and balance competing demands, and develop strategies and enable them to cope with complex and challenging external environmental factors, is a determinant of successful NGO managers, of which, must be learnt and adapted with precision. There is a great need for NGO managers to increase self-awareness, behaviour and attitudes if change is to take place in the development and third sector. Crucial changes in management and personal change must take place to include managerial effectiveness, as Edwards and Fowler's (2002:42) work in civil society developments state that; it is rarely possible to generate sustainable change in human behaviour simply by altering the rules and institutions that govern our lives.

2.4.14 The Challenges of Managerial Development

There is now much greater recognition of the importance of personal change, individual empowerment, experimental learning and face to face support. Managerial training and development (T&D) has evolved over time from formal, structured, one-off courses to more process-based experimental programmes. A growing awareness towards the importance of developing the role and skills of the NGO managers is evident (Lewis 2001; Smillie and Hailey 2001; Hailey and James 2004; James 2005a). Moreover, considering the varied NGO challenges, it is paramount to focus attention on how to develop a new generation of NGO managers, hence, through increased investment into managerial development and training for increased effectiveness is vitally essential.

2.4.15 Empowerment and Transformation

Recent research suggests that one of the biggest challenges facing the non-profit sector is the insufficiency of leaders and managers (Thierney: 2006), of which, is a problem that is only going to get worse as the sector expands. Unfortunately, NGOs capacity building programmes and, training and development have

overlooked this obvious fact, as too much attention on organisational and institutional issues have been at the forefront, rather than promoting changes in managerial attitudes and behaviour. Hence, ensuring real personal change. Learning development programmes (LDPs) and as Thierney (2006) further states, cannot develop the 'complete manager', however, they can contribute towards developing key managerial and leadership skills and behaviours.

2.4.16 Impact and Effectiveness

Alarming, there is a lack of evidence which suggests learning development programmes (LDPs) actually lead to enhance individual performance or, have a direct impact on organisational performance (Mabey 2002). Despite the difficulties of measuring the changes in personal competencies, evidence indicates that well designed learning development programmes (LDPs) can contribute towards improved managerial effectiveness, with enhanced attitudes of motivation and morale, and especially have a great impact in times of rapid changes. Hence, as Buryoyne et al. (2004) further add, this is a worthwhile investment in times of dynamic change rather than in times of consolidation and stability. Effective managerial development is therefore, not an isolated process however, rather one that is integrated with the NGOs learning strategy and human resource policy.

Research needs to go beyond the institutional elements of NGO managers' leadership, and needs to attempt an analysis of what are the personal needs of these managers and understand how they can be helped towards their increased effectiveness at work. As there is a need to develop a better understanding of the trends and developments in NGO managerial thinking, the idea of the NGO manager as a 'learning leader', 'change agent', 'effective manager' and 'networking role' needs to be explored further. As they clearly carry out inter-organisational contacts, developing alliances and coalitions, and managing external relations that are highly vital for the expanding and far-reaching developing NGO.

The change to the new paradigm of management means that managerial staff now must rethink their approach to organising, directing and motivating staff (Analoui and Karami 2003). Therefore, a much greater appreciation that

managerial development is a complex, dynamic and highly personal process is vital. Managers need a set of specific attributes, particularly; they need integrity, personal strength, political insight and managerial ability to balance the competing pressures they face, as well as adequate knowledge, and an insight as to what managerial style or strategies are appropriate. In the context of this research and the NGO managers in India, they also need to maintain their personal values and deep-rooted contacts within the community they serve. Hence, these managers will ultimately need to develop an ability to adapt to different management styles while being firm with their values and aspirations, and work in a participative and consensual manner. According to Hailey (2006) relatively little research has been undertaken on managers and leadership in the non-profit sector, if any, existing research focuses on the experiences of board and governance issues than that of individual managerial effectiveness of the NGO sector in the developing world. While research on NGO managerial staff effectiveness is scarce, this current research aims to address this gap by adopting Analoui's Model (1999, 2002) of eight parameters of managerial effectiveness and three contexts to explore managerial effectiveness, behavioural and the causal influences of NGO managers in the developing country of India.

2.5 Section Four

2.5.1 Eight Parameters of Managerial Effectiveness and Three Contextual Influences: An Exploratory Framework

2.5.2 Introduction

The managerial and management development reform of NGOs and their managerial effectiveness within the third sector is important. Various influencing factors contribute towards the changing nature and structure of the organisation and its workforce, especially within the context of the rapidly changing environments in India. Thus, this organisational phenomenon, illusive and complex in nature, a difficult concept to quantify (Bennet and Brodie 1979), and difficult to measure (Analoui 1993), has gained interest from various capacities

including multi-lateral agencies and researchers such as; Mintzberg (1973), Margerison et al. (1987) and Analoui (1999).

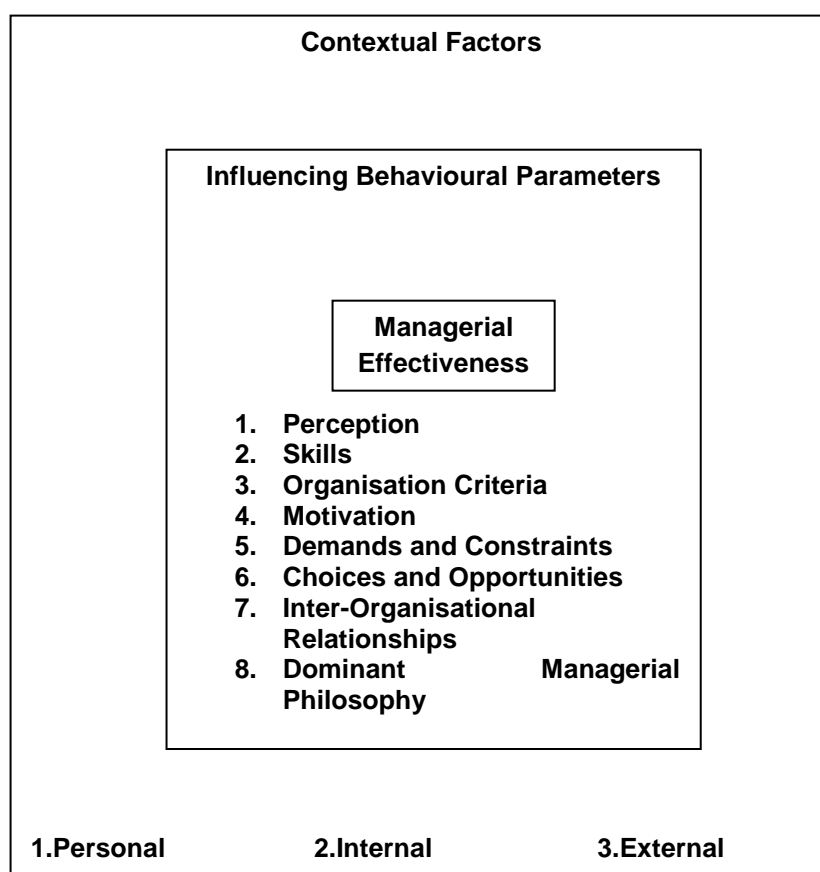
Analoui (1999) argues that considerable attention has been given to managers and their effectiveness in the last few decades, however despite this, considerable confusion and misunderstandings still surrounds it. Managerial effectiveness in developing countries has focused mainly within the realm of an open-system (Willcocks 1992), the development of the organisation (Mullins 2005), and social, cultural and political contexts (Analoui 1995, 1997). The success of development itself is ultimately determined by the effectiveness and development of the human resources (HR), of which, managers are at the forefront of the organisation and their performance is inevitably affected by the causal and behavioural influences within the immediate, wider socio-economic and cultural settings (Mullins 2005). Moreover, this includes the managers own perception and understanding of what constitutes effectiveness in a particular context (Analoui and Karami 2003).

Thus, the questions and issues which need attention, especially within the context of NGO managers in India, concern the causes and sources of influences, especially those of the managers own perceptions which influence the degree of their own effectiveness, and arguably the NGOs and nations as a whole.

Analoui's research (1999, 2002) focused on managerial effectiveness (ME) among the Ministry of Environment and Science and Technology in Ghana, which is a major contribution towards the study of management and managerial effectiveness. The aim of the study was to identify the causal and behavioural influences that contributed towards managerial effectiveness of the managers, which found the eight managerial and leadership parameters and further lead to the development of the model titled 'Eight Parameters of Managerial Effectiveness'. These eight parameters are; (1) **Perception**, (2) **Skills**, (3) **Organisational Criteria**, (4) **Motivation**, (5) **Demands and Constraints**, (6) **Choices and Opportunities**, (7) **Inter-Organisational Relationships**, and (8) **Dominant Managerial Philosophy**. Along with the three environmental influences of; (1) **Personal**, (2) **Organisational** and (3) **External** factors, of which

Analoui (1999, 2002) states, are vital determinants of effectiveness. This model is therefore, contextualised and explores the relevance of the parameters and contextual factors for NGO managers in India. These are discussed further which provide an in-depth understanding of the model and its framework as shown in Figure: 2.17.

Figure: 2.17 The Model of Eight Parameters of Managerial Effectiveness



Source: Adapted from Analoui (1999, 2002)

2.5.3 (First Parameter) Perception

Upon analysing the collected data to the question posed at senior managers and executives; '*How would you describe an effective manager?*', which was aimed at exploring the perception of the managers and of their own effectiveness, in addition to discovering the characteristics and qualities they thought an effective manager should possess. It was found that a range from '*ability to supervise*' and '*being a good leader*' to being concerned with '*deadlines*', '*honest*', '*experienced*' and '*able to deliver good on time*' were revealed. It was also

evident that the descriptions tended to vary pendent on the type of organisation, thus, the perceptions additionally represent the characteristics of a manager who they very much often referred to as '*ideal*'. From this perspective it must be questioned 'if managers say something about themselves or do they describe an ideal manager?' Despite this, data indicated that the managers have in mind an image of an effective manager of whom they aspire to be or more importantly, who they aspire their superiors to be. It was discovered that managers used available opportunities such as the questionnaire or interviews, to express and describe their feelings about their organisations and their immediate superiors, and the seniority of the manager tends to make it easier to provide a description of '*who*' and '*what*' it is thought to be of an effective manager.

Revealed perceptions of an effective manager included that of:

- a multi-faceted individual who possesses a varied mix of abilities and personal characteristics
- capable of planning, organising and achieving policy framework
- an individual who can develop the organisation as a whole

By exploring this parameter, Analoui (1999:369) concluded that '*the impression given is that it is not enough to be able to get the job done, simply because managerial positions also require the ability to work with people. The fact that most managers were critical of the way they were being managed or the way things are in their organisation is indicative of their frustration and dismay with the present system within the public sector*'.

2.5.4 (Second Parameter) Skills

From the responses collected upon asking senior managers and executives to suggest in order of priority, three to five managerial skills thought to be essential for ensuring managerial effectiveness, a total of 32 levels of skills and expertise were revealed. Further investigations tabulated and categorised these results in five major skill categories, which in turn revealed that from amongst the essential skills, knowledge and abilities were vial for increased managerial effectiveness, the ten most crucial skills were associated to people-related and analytical categories, and not associated with the task-related skills. It is evident that

delegation, being a good planner, organising ability, good human relations, managerial and leadership skills indicated that senior managers need more 'interpersonal' and 'analytical skills' rather than 'informational' and 'decisional' skills. Furthermore, the three vitally important issues that were discovered are:

1. The consistency of the responses have an important implication for the way managers perceive themselves and others, especially their superiors, as similarity between the characteristics attributed to an effective manager and the skills which are required to remain effective prominently emerged.
2. Whilst most skills equip the managers to become more successfully interactive with others, it was the self-related skills that were most needed to compensate for the lack of attention and supervision that was expected by them. The people-related and analytical skills were the most important requirements by the managers for their effectiveness.
3. Responses expressed the managers' expectation of others; in particular the leadership of the organisation in addition to, what they actually thought were the main elements of being effective. Data derived from the interviews revealed that managers felt the possession of such skills would '*hopefully*' lead to more effectiveness, however, in reality, it was ultimately felt that the situation could never be altered or changed, hence, it was evident that the list of skills provided revealed to be more of a projection rather than an accurate self-assessment.

In conclusion, Analoui (1999:371) states that '*the respondents provided largely concur with the findings of previous studies of the senior managers in developed and developing countries. Senior managers become more and more aware of the need and necessity for possession of skills which enable them to work with people, simply because an awareness is gained that one cannot be effective unless he or she can work with or through people namely colleagues, peers and subordinates. It is probably not surprising to report that senior managers require as much if not more 'management development' than 'management training*'.'

2.5.5 (Third Parameter) Organisational Criteria

This parameter is built upon the criteria for effectiveness within the organisation, which varies from one organisation to another. Upon the managers being asked to comment on what were the criteria for effectiveness in their organisation, it was found that each individual organisation in the Ministry of Environment, Ghana, presented a different list of factors as a direct result to cultural specifications that derived from the elements such as, nature of work, history and size, to name a few. Ultimately, it was these components that provided the basis for a particular way of working and standards with which effectiveness was measured.

Analysis of the data derived from the list of 38 criteria used to determine effectiveness, showed that the ten most widely used criteria of priorities used throughout the Ministry revolved around '*meeting targets*' as the most important to '*increased productivity*' being the least. Attention was being placed on setting targets and periodically projects were being discussed from among the Environmental Protection Agency (EPA) and research institutes such as the Council for Scientific and Industrial Research (CSIR) and the Ghana Atomic Energy Commission (GAEC). Moreover, according to the senior and executive managers, the most important indicator for their own effectiveness was that their staff were achieving targets of which, were very much already '*set*' for the subordinates. Furthermore, regardless of the difficulties, demands and constraints the managers faced, the organisations' expectation was that of an ability to '*get on with it*' and to simply '*get the job done*' with the added notion that Managers are expected to *plan, self-motivate* and *achieve targets*, of which, are a similar reflection of the characteristics stated by the managers to describe an effective manager.

Analoui's (1999:372) concluding statement suggests that '*as far as the top management is concerned as shown in the literature, there is a tendency on the part of the senior managers and executives to identify with the core values of the organisation ...*'

2.5.6 (Fourth Parameter) Motivation

It is highly essential to give importance to all the parameters of the phenomenon in order to understand effectiveness, in this case, the motive behind the actions

taken by the managers is relevant. It was revealed through the analysis of the quantitative data that, motivators were those factors which were not already present at work. Alarming, the absence of '*hygiene factors*' was a result of ineffectiveness at work and elements of remuneration, salary and economic incentives being identified as the most important motivators. Thus, it was expressed by the managers that their effectiveness was adversely affected by the low-level of remuneration as they had to revert to think about how to compensate for the lack of it, and/or spend time outside the organisation on '*projects of some sort to feed their family*'. Top management expressed deep dissatisfaction of the '*worsening situation*', questioning '*how can we (senior managers) motivate our employees? We have no control over it at all*'. Considering this, it was ultimately understood that the employees need to 'earn some money' and hence, their absences were therefore not reported or complained about in a serious manner.

It was further identified that motivators such as; '*recognition from superiors*', '*job satisfaction*' and '*training and self-development*' were the most vital motivating factors towards the senior managers effectiveness. Consequently, along with these motivating elements; 'promotion' and 'good teamwork' were symbolic signs in relation to the following points:

- The reward system within the public sector acts as a de-motivator and adversely affects their effectiveness at work
- Managers feel that they do not receive recognition for work well done
- The managerial style adopted by the top management is responsible for this
- Job satisfaction, especially among scientists, seems to be the most important motivator for remaining in their job
- Achievement of targets set also adds to a sense of job satisfaction and thus, acts as a motivator in their work. Those managers who were responsible for challenging work found the challenge to be motivating and the main reason for their effectiveness at work

- Provision of resources and teamwork were suggested to work as motivators

Analoui (1999:374) concludes that *'it was interesting to note that what was expressed as the motivators were indeed the problem areas and the main sources of discontent and frustration on the part of the senior managers. Devaluation of the currency, inflation, a substantial decline in the purchasing power of the managers, together with organisational structural reform adds to the worsening situation as far as the motivation for effectiveness is concerned'*.

2.5.7 (Fifth Parameter) The Degree of Demands and Constraints

It is highly important to gain an understanding of the demands and constraints with which managers are faced with in relation to their effectiveness at work. Within organisations there are inhibiting forces which slow down the progress and need to be managed, removed or negotiated. In the operation of an open system approach towards understanding the managers, their work and effectiveness, they were asked to state the obstacles, difficulties, demands and constraints at work, of which, analysis indicated a list of forty factors which had an adverse effect on the managers' effectiveness. It was sought that different sets of difficulties were experienced from among the varied organisations, these factors range from; appropriate resources, shortage of appropriate staff and lack of/or inappropriate training.

- Poor remuneration, lack of motivation, lack of teamwork
- Lack of transport, unrealistic targets, inadequate data and information

Analoui (1999:379) concludes that *'the constraints and demands, whether those already identified and briefly discussed or those which are never mentioned, but there are many other interrelated demands. Such clusters of demands at an individual, organisational and a wider social level leave the managers with very little chance to determine their own level of effectiveness'*.

2.5.8 (Sixth Parameter) Choices and Opportunities for Effectiveness

Upon analysing the data, a total of thirty-five factors relating to the Choices available were revealed, with the ten most important ones being;

1. Training (Self)
2. On-the-job training, part-time study
3. Necessary resources/equipment
4. Teamwork/co-operation
5. Better remuneration
6. Funding
7. More appropriate staff
8. Visit other units/establishments
9. Effective/regular communication
10. Relevant literature/library

These responses indicate possible solutions and approaches to deal with the current situation, and to become more effective. Training was strongly considered as an important factor towards their increased effectiveness, especially among the scientists within the Council for Scientific and Industrial Research (CSIR), Environmental Protection Agency (EPA) and Ghana Atomic Energy Commission (GAEC) organisations. Managers from all the organisations further made it clear that training carried outside the local Ghanaian institutions is much better and appreciated. Since the courses content and structure, and trainers at the Ghana Institute of Management and Public Administration (GIMPA) were not competent enough, due to the lack of evidence available to determine if it had institutional capacity to deal with management training, it was unable to meet the managers' needs and demands. Additionally, compared to the current repetition of old courses, content and resources, it was overwhelmingly noted that the training and management courses organised by international consultants and agencies was more 'modern' and 'useful', of which, is a possibility rather than opportunity for increased effectiveness. Furthermore, it served as a motivational factor which was expected as a right rather than being based on correct and systematic training and needs. Thus, with an absent appraisal system in place reflected shared opportunities and senior managers

were sent abroad for advanced training and education programs. Nevertheless, in the absence of such opportunities more internal and on-the-job training in addition to, suggestions for a combination of part-time study coupled with on-the-job training was also assumed to be better value. Two additional major factors regarded as opportunities for improved effectiveness include; (1) **resources, better working conditions and equipment**, and (2) **organisational and managerial processes**.

Overwhelmingly, the opportunities related to the demands and constraints which were forcing senior managers to consider other options and ultimately a 'way out'. Consequently, through qualitative interviewing analysis it was evident that training, part-time study and full-time secondment, international visits for seminars and conferences were seen as ultimately enabling senior managers to progress, move up, move away or be able to work for international agencies. Analoui (1999:382) concludes that *'it was clear that the presence of 'role-culture' and lack of motivation 'has forced' some managers 'to think of themselves'. Therefore, the exploration of choices perceived as being available to them indirectly showed the presence of a strong belief in what could only be regarded as the main reason for 'person-cultures' in the Ministry.*

2.5.9 (Seventh Parameter) Inter-Organisational Relationships

Analoui (1999:383) states that *'implicit and explicit remarks were frequently made where the overall subject of managerial effectiveness was being discussed. All respondents saw their managerial effectiveness being affected, if not determined, by the overall effectiveness of the organisation. It was evident that the respondents were aware that there is a two-way relationship between their effectiveness and the organisation that was determined partly by their organisation's relationship with other organisations and agencies, both nationally and internationally'.*

At the national level, it was identified that the Ministry seemed to be the focus of attention for senior managers from other agencies, and it has a tendency to influence the potential for effectiveness of the other departments. Hence, it became an obstacle for agencies and the related organisations, of which, the

tendency for delays and other related issues and problems occurred. The following are the main reasons behind the inadequate and ineffective inter-organisation relationship between the Ministry and other agencies;

- History
- Work culture
- Shortage of resources
- Lack of training, funds and control
- Meetings and more meetings

At the international level, the shifts of Policy consequences were;

- External agencies do affect the capability of the agencies and their senior managers effectiveness
- The Ministry has effectively no control over the funding and the relationship between the agencies and the funding organisation
- Although the funding agencies' policy of the injection of funds directly to the agencies seems to work and there appears to be a logic for it
- Each funding agency seems to have their own policy and agenda as to where the ground for development lies
- The concentration of funds and opportunities into one or two agencies has resulted in low morale and feelings of envy and jealousy amongst the others
- The relationship between research stations, agencies, the NGOs, universities and other scientific organisations seems to contribute to the effectiveness of the individual managers and the effectiveness of the organisation as a whole

2.5.10 (Eighth Parameter) Dominant Managerial Philosophy

According to Analoui (1999), it was identified that dominant managerial philosophy within the organisation certainly influences its operations in addition to the roles performed and, tends to influence the flow of information and the informal structured relationships amongst the people in the organisation. Patterns of behaviour are standardised by the leadership of the organisation, and has further proved to be a vital factor that determines managerial effectiveness

within the workplace. Both the qualitative and quantitative data seemed to present elements of influences from the managerial philosophy and style of the top executives of the ministry, and its agencies. Furthermore, traditional elements for '*politically correct administration*' in opposition to management resulted in the ineffectiveness of the individual managers and the organisations as a whole.

2.5.11 Three Contextual Influences of Managerial Effectiveness

Senior managers and leadership effectiveness should be considered in context, as Analoui(1999, 2002) further states that despite the effectiveness of the managers' is influences by the eight parameters, it is vitally important to consider that effectiveness as a whole to some extent is determined by the following three contextual factors.

2.5.12 Personal Factors

Through the competence and use of a relatively small range of skills, literature indicates that effective managers can in fact, be clearly identified and differentiated from other managers and leaders (Goffee and Jones 2000; Kakabadse and Kakabadse 2000; Analoui 1999). It is highly essential for the eight parameters of effectiveness to be considered in a way that is congruent with the underlying personality of the manager and leader, as it is increasingly evident that the concept of leadership is becoming a personal one (Dulewicz and Higgs 2005). Additionally, this also relates to the managers own as well as others perception of managerial effectiveness.

The managers' personality and attributes contribute as a vitally important element towards the successful practice of leadership. Analoui (1993) stresses that the personality and cognitive state of the manager are important, and that they highly contribute towards, and are determinants of the success of leadership. Additionally, Kakabadse and Kakabadse (2000) state that a 'sense making' paradigm with competencies such as *envisioning, engaging, enabling, enquiring* and *developing*, coupled with categories of managerial skills including; *people, self* and *analytical tasks*, further contribute towards increased managerial effectiveness. Relevant literature consistently tended to ignore the cognitive

elements associated with leadership. It is therefore, envisaged that findings can suggest a leadership framework that is based on combining cognitive, behavioural, personality and learning factors, of which, can ultimately be useful for the study of leadership and the increase in managerial effectiveness.

2.5.13 Internal Factors

The relationship of the manager as the leader and the organisation is a dynamic one. An appreciation of senior managerial effectiveness is not only comprised of their efforts and styles of which, ought to be considered in the context of the organisation in which they work (Analoui 1999, 2002), rather, the impact is also determined by the elements of the organisations nature of work and, whether it is a public or private organisation contributes towards the degree of managerial leadership effectiveness (Analoui and Karami 2003; Analoui 2002). Organisational factors such as; strategy, culture, policies, practices and, its ability to learn and develop effectively as an organisation, to name a few, are essential components for the analysis towards managerial effectiveness (ME) (Analoui 1999; Senge et al. 2000).

2.5.14 External Factors

Analoui and Karami (2003) state that both middle and senior managers are aware of the environment and the changes occurring in all aspects of the socio-economic, cultural and political environment. Moreover, it is evident that the overall external context plays a vitally important factor, role and influence towards organisational effectiveness and, towards the degree of effectiveness of the senior management it holds (Kakabadse and Kakabadse 2000; Analoui 2002; Karami et al. 2006). Various methods of analysing the environment is evident within current contemporary literature which focuses on strategic management and leadership, hence, as Analoui and Karami (2003) state, the differences in culture, politics, education and regional characteristics can have an impact and influence the effectiveness of the organisation. Furthermore, studies into managerial effectiveness (ME) in countries such as; Ghana, Iran, Romania (Analoui 1997, 1999), Oman (Ahmed 2008 and Analoui et al. 2010), Palestinian NGOs (Samour 2010), Lebanon (Al-Hajji 2011) and Gaza Strip (Marouf 2014), found the vital need for external factors and forces in order to analyse the

effectiveness of the organisation and its senior management and managerial effectiveness.

The impacts of globalisation is literally no longer limited to the private sector in the developed world, in fact, the impacts are clearly evident among the transitional economies and, the developing and third world countries (Huzynski and Buchanan 2007). Analoui (1999:387) found that the most influential factors identified were organisational and managerial attitudes and practices, in addition to the fact that, outdated organisation structure and culture as well as the vital need for leadership styles, delegation and human relations was of utmost importance. Based on the above, relevant conclusions were reached and relate to the eight parameters of effectiveness, and, the realisation of the three relevant behavioural and causal influences. Thus, the need for further research and the adoption of a holistic approach which extends beyond the public sector and focuses on non-governmental sector is vital, as a means of achieving increased managerial effectiveness. In this respect, the researcher intends to explore the relevance of the eight parameters of managerial effectiveness and the three contextual factors in the context of the non-governmental sector in the developing country, India.

2.5.15 Exploration of Managerial Effectiveness among NGO Managers in India

As stated in chapter one, the main aim and objectives of this present study is to explore the dimensions of managerial effectiveness among the NGO Managerial staff in India. To achieve the objectives of this first time study in India, it is proposed that Analoui's model (1999, 2002) for analysis of managerial effectiveness will be adopted in order to explore and identify the relevance of the eight identified parameters, and the contextual factors for the NGO managers. The intention is to better understand how these parameters and contextual factors influence the effectiveness of managers, who are, as mentioned earlier, charged with the leadership of implementing initiatives, projects and programmes in favour of community development and, who further assess behavioural aspects among members of the high-risk target groups.

The inclusion of the contextual factors by Analoui (1999, 2002), is found to be particularly relevant for the present investigation and analysis. India is a developing country with complex influencing factors which are traditional and deep-rooted, modern and contemporary at the same time. It is therefore believed that, the parameters of effectiveness ought to be explored to contextualise the relevance of Analoui's model for the NGO managers in India. Moreover, this first time exploration will further add to existing knowledge of causal behaviour, cognitive abilities and the choices that the NGO managers make on daily basis when deploying their effectiveness in their developmental work and the NGO organisation itself. Identifying the major effectiveness dimensions for the improved performance of the managers of the NGOs will have relevance and implications for the improved performance of the managers not only in the selected NGOs, but also an example for the other NGOs in the many untouched areas of other states in India, and reaching as far out as the NGOs in the South Asian Association for Regional Cooperation (SAARC) community and beyond.

In this respect, the question posed is, **do the NGO Managerial Staff have different development needs because of their position as middle and senior managers in the organisation?**

'How do the managerial staffs of the NGOs in India perceive their own effectiveness?

It also seeks to explore what range of personal attributes, and organisational and environment factors (contextual) are considered as important for their increased effectiveness, and to find out what are the main obstacles to the development of NGO managers in their organisations.

As the concept of managerial effectiveness is defined within the framework, any attempt at measuring this concept is rather inappropriate, or as Machine et al. (1981) states, the purpose must not be measurement of managerial effectiveness, rather helping to improve whereby managers seek to be more effective no matter how they themselves define effectiveness. In this study no attempt is thus, made to make such measurement. The concern is to identify;

What factors and influences contribute towards the effectiveness of the Managers among NGOs in India?

2.6 Summary

This substantive chapter has demonstrated that managerial effectiveness is a complex and multi-faced organisational phenomenon. The awareness, required abilities and competencies alone cannot sufficiently explain the nature of managerial effectiveness, however, when managers are under careful study and consideration, their requirements are paramount.

An attempt has been made to explore the process of the development of management from traditional models to human relations, behaviour schools of thought and contingency approaches to management. It is perceived that managers are generally well aware of the importance of their own and others management effectiveness and amongst other factors, development training and the acquisition of managerial skills as the most appropriate means for intensifying their managerial effectiveness. Consequently, managerial functions, roles, demands, constraints and choices are major contributing factors towards a better understanding of managers' behaviour at work, their awareness of their own need for effectiveness and ways to achieve this, requires careful consideration.

A review of the literature showed that managerial work is multifaceted and requires managers to deal effectively with work, people and themselves. They consider self and career development as vital aspects of their job.

Management development can best be seen as a learning process which relies on a variety of methods for its implementation. The effectiveness of methods in turn depends on the nature of the skill, knowledge or attitude to be imparted, and the preferred learning style of the individual managers. It is concluded therefore, that managerial effectiveness can be improved through effective management development programmes, which provide their participants with the appropriate knowledge, and skills that are required for creating a certain kind of attitudes and

behaviour. What can be attributed largely to developing countries is that management development is and must be viewed as a learning process aimed at providing managers with the right kind of knowledge and skills. In addition, it must be employed as a means by which managers abilities are developed in the context of the required knowledge and skills with which to confront the continual changes and challenges that they face in their jobs and more importantly, as a strategy to enhance and increase the pace of socio-economic development.

The concept of managerial effectiveness specifically remains one of the essential topics that continue to interest management scholars and researchers. However, one reality persists and, because there is no general agreement on a concept for effectiveness whether from managers who are looking for it or management scholars and researchers who are researching into it. Managers have become the centre of analysis in recent studies. The literature review highlights different literary evidence which suggest that, personal and career development skills are increasingly important for managers' effectiveness at work.

The aim and analysis of the eight parameters of managerial effectiveness was to identify the causal and behavioural influences which determine the managerial effectiveness of senior managers in the public sector. The results point to the presence of factors which constitute 'parameters' of effectiveness at work. The primary purposes of the eight parameter study are to identify the different behavioural and causal variables necessary to determine the effectiveness of managers within developing countries (DCs) institutions and organisations; and to elaborate on the construction and future use of appropriate methods to be used for the collection and generation of relevant data concerning the managerial effectiveness in different cultural contexts. There is also a need for consideration of other parameters such as individual and organisational criteria, the motivation and the constraints and demands which determine the choices of behaviours and degree of effectiveness in a particular context.

The eight parameters of effectiveness within public sector organisations also point to a mirror image of the characteristics of each dimension. That is to

suggest, what forms the motivation for greater effectiveness is also indicative of what the constraints and demands are which control, inhabit or completely paralyse the individual concerned. The perception of the individual managers of their own and their colleagues effectiveness is also related to the skills and abilities attributed to the effective managers. Moreover, the organisation's expectation of its managers is reflected in the nature of the criteria for effectiveness which is held by the organisation. It concludes that better understanding of the subject requires attention to the senior managers' "choice" and "meaningful action", within an open system context. The identification of the causal and behavioural influences will pave the way for the planned comparative work within DCs in addition to in a number of transitional economies.

What makes this research unique is that the study of the behavioural influences and casual influences for managers effectiveness among NGOs in the developing country India, has not been systematically studied and, the result will contribute towards understanding the way NGO managers perceive their effectiveness and what are the determinants for their effectiveness at work.

The experiences accumulated from the empirical research into managerial effectiveness of the public sector within developing countries, makes Analoui's model (1999, 2002) suitable for this study. Indeed, consideration of the contextual (personal, organisational and external factors), as well as behavioural influences (the eight parameters) enabled the researcher to explore and assess the effectiveness of NGO managers from a multi-faceted dimension. Hence, contextualising the theory in order to make a contribution to the theoretical development of the field. This is certainly very much related to the core of the research that seeks explanation for the development of NGO managers. The explanatory framework is discussed in detail in the last section of this chapter and is in line with the above recent empirical studies and theoretical development in this field.

The next chapter presents the country profile and background information in relation to the study of NGO managers' effectiveness in the context of India.

CHAPTER THREE

COUNTRY PROFILE

3.1 Introduction

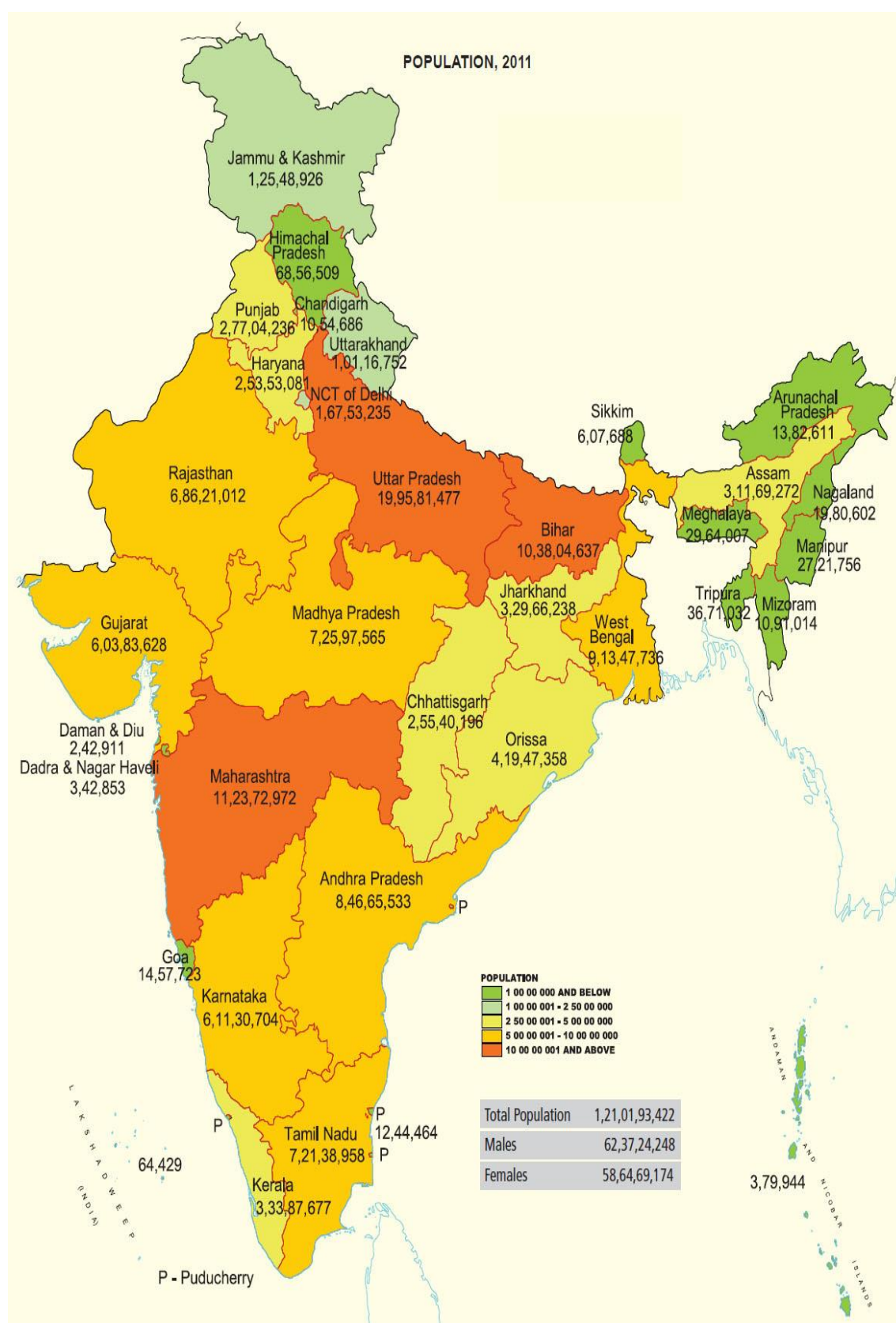
In order to gain a realistic profile and to understand the characteristics of the context of this research, this chapter firstly provides overview of India and focuses on Maharashtra and Goa states. The evolution of NGOs in India also presents the nature and concepts of giving and development, NGO strengths and weaknesses and their current status in India in section one. Focus on development issues and concerns associated to HIV/AIDs, community care and the Sustainable Development Goals (SDGs), the role of the government towards the HIV/AIDS epidemic in India, is presented in section two. Following this, section three presents an individual profile and account of the four NGOs which have participated in this research. Finally, a summary is presented of the whole chapter.

3.2 Section One

3.2.1 Overview of the Country

As a current member of the South Asian Association for Regional Cooperation (SAARC), and from an estimated 3.5 million population at the time of independence (1947) from the British Empire, India has grown and developed at an alarmingly rapid rate and scale. The latest country census carried out by The Office of the Registrar General and Census Commissioner (2011), indicates that India is the second most populated country in the world with an estimated 1.2 billion people after China at 1.3 billion. Moreover, by 2030, the United Nations (UN 2017) states that India is estimated to be the largest populated country in the world, to surpass China at an estimated 1.5 billion population. Figure: 3.1 shows India as a federal union comprising of 35 states and union territories, along with the gender distribution and demographic data of each state. Interestingly, each state is further sub-divided into districts and again divided into smaller administrative divisions.

Figure: 3.1 Indian States & Territories with Population Statistics (2011)



Source: United Nations (UN 2017)

According to the Census of India (PCA Maharashtra 2011), the characteristics of religion in India are diverse and play a vital role socially and culturally. Hinduism (79.8%) is the dominating religion followed by Islam (14.2%), Christianity (2.3%), Sikhism (1.7%), Buddhism (0.7%) and Jainism (0.4%), furthermore, relevant characteristics are shown in Table: 3.1.

Table: 3.1 Population Characteristics and Trends of Religious Groups in India from 1991 to 2011

No	Religious Group	Pop. % 1991	Pop. % 2001	Pop. % 2011	Literacy % 2011	Work Participation % 2011
1	Hindu	81.53	80.46	79.80	73.3	41.0
2	Islam	12.61	13.43	14.23	68.5	32.6
3	Christianity	2.32	2.34	2.30	84.5	41.09
4	Sikh	1.94	1.87	1.72	75.4	36.3
5	Buddhism	0.77	0.77	0.70	81.3	43.1
6	Jain	0.40	0.41	0.37	94.9	35.5
7	Zohrashrian	0.08	0.06	n/a	n/a	n/a
8	Other	0.44	0.72	0.9	n/a	n/a

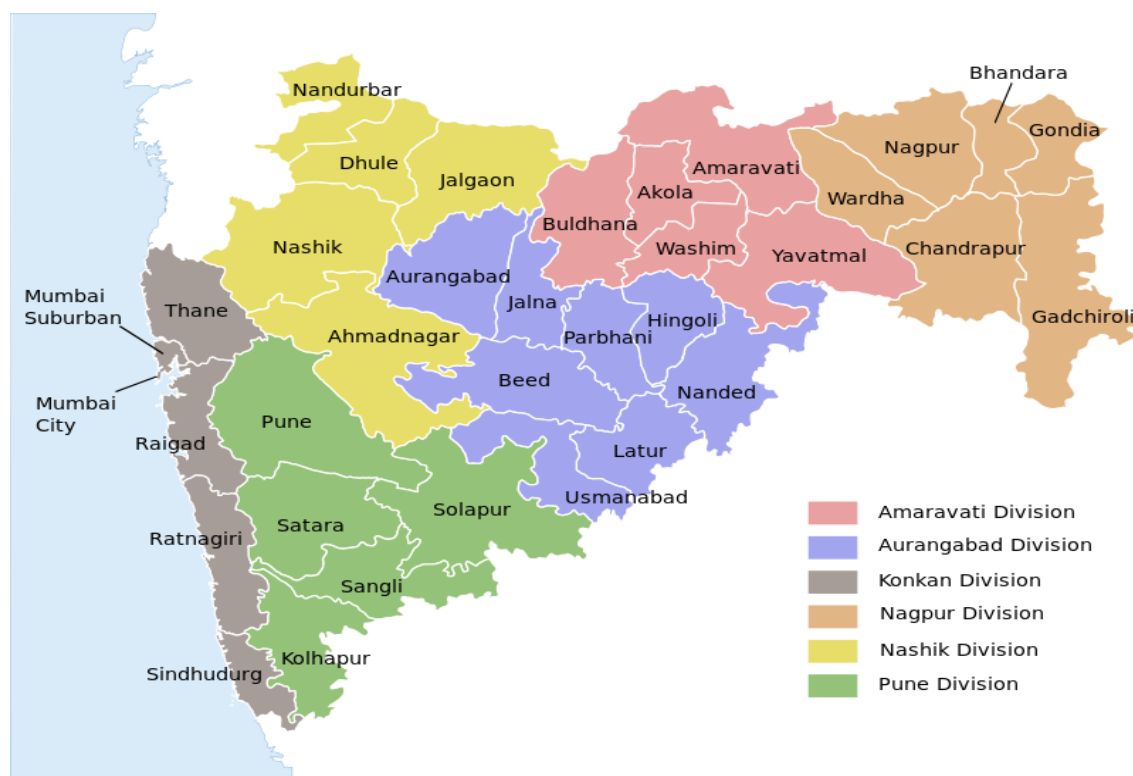
Source: Adapted from Census of India (PCA Maharashtra 2011)

This research investigation focuses on NGOs managerial effectiveness (ME) in urban and rural areas within the Konkan region on the western coast of India, Nashik and Nagpur divisions of Maharashtra State, and; among the northern side of Vasco-da-Gama in the State of Goa in India.

Interestingly, Maharashtra is the wealthiest and predominantly one of the most developed states in India, and is the second largest state with an estimated 112 million population, which accounts for 9.28% of the total population, and; with an estimated gender distribution of 58 million males and 54 million females. Additionally, it has 6 divisions as shown in Figure: 3.2, which are further divided into 36 districts, 109 sub-districts and 357 administrative divisions. Consequently, 55% of the population is rural and 45% is urban, and is primarily of Marathi descendant. However, major influx and migration from other states has meant that Maharashtra is now a fusion of various other minorities such as;

Gujarati, Parses, Bihari, Punjabi, Marwari and Tamil, all of which, the Census of India (PCA Maharashtra 2011) found characteristics relating to multi-various castes and tribes.

Figure: 3.2 Regions and Divisions of Maharashtra State, India



Source: Census of India (PCA Maharashtra 2011)

Culturally and socially diverse in nature and construct, Maharashtra state is overwhelmingly multi-faceted, complex and unique. Historically, religion has played a major part in its culture, and thus, consists of a diversity of religions, beliefs and practices which harmoniously exist such as; Hinduism (79.8%), Islam (11.5%), Buddhism (5.8%) Sikhs (0.2%), Christians (1.0%) and Jains (1.2%). Moreover, literacy rates account at males (89.82%) and females (75.48%) indicating a literate population working alongside the official language of the state which is Marathi, and other distinct languages and dialects such as; Hindi, Kokni, Konkani, Gujarati, Varhadi and Dangii. Moreover, English is spoken mainly in the urban areas of the state and regional languages such as Marathi and Hindi are more spoken in rural areas (Census of India, PCA Maharashtra 2011).

In contrast, historically characterised by Portuguese influences and traditions, and currently a union territory of India, Goa is divided into 2 districts of North and South, and further sub-divided into 12 districts as shown in Figure: 3.3. The population of Goa state is currently 1.45 million, making it India fourth smallest state, however, it has the highest rate of urban population with 62.17%. According to the Central Statistics Office (2017), Goa has a ratio of 973 females to 1000 males, and has the lowest proportion of castes and tribes at 0.04% (Central Statistics Office 2017).

Figure: 3.3 Regions and Divisions of Goa State, India



Source: The Central Statistics Office (2017)

The social construction and culture of Goa is a unique combination of both eastern and western influences. Although it is dominated by western influencing factors, it is harmonised by focusing on the 'Deepastambha' which consists of religious facets such as; the Cross and Chariot. Moreover, various religions harmoniously exist such as; Hinduism (61.1%), Christianity (25.10%), Islam (8.3%) and a small minority made up of Sikhism, Buddhism and Jainism (0.3%).

Consequently, the economic decline in the state after Portuguese control saw large scale migration and decline of Christian Catholics and a steady rise of other religions and practices (The Central Statistics Office (2017)).

3.2.2 The Concept of Giving, Community Care and Development

Giving in India is historically and traditionally deep-rooted, and is associated to religion, the caste system, family and the community. Therefore, the concept of giving is deeply embedded in the Indian culture and is practiced in various forms by all members of the society, independent of income and status. Sampradaan (2001), found that 96% of upper and middle-class households in urban India donate to a charitable cause, and Blake et al. (2003) further found high levels of giving in terms of size and frequency, among particular income groups.

From one perspective, NGOs exist to satisfy those human needs which are unfulfilled by other social, economic and political institutions (Wehrichet al.1993:46). NGOs are vital in the developments of society, to alleviate poverty, policy advocacy and lobbying for development policy-making. NGOs in developing countries continue to grow rapidly, however; funding limitations and their own institutional weaknesses, and governmental restrictions contribute towards major challenges as they aim to bridge the gap between local and technical knowledge in the efforts to find long-term solutions, for wider social issues. Edwards and Fowler (2002:39) states that when pursuing processes of change, NGOs have to balance competencies in service provision with competencies which cause structural change in society, and, balance operating within market forces with changing how the market operates. Consequently, the major tasks and balances that must be organised and managed in NGO development work includes creating the right mix between what an NGO gains from and brings into the community, and having to continually adapting this mix and learn as processes evolve. Moreover, in order to be effective, NGOs must have the capacity to successfully organise and manage various internal and external factors which contribute towards more effectiveness in producing sustainable impacts in reducing poverty and increasing social justice.

3.2.3 Evolution and Historical Background of NGOs in India

The complexity of India consists of a historical background of civilisation based on the concept of '*Daana*' (giving) and '*Seva*' (service), which have existed in cultural enhancement, education, health and natural disaster relief. Moreover, as Participatory Research In Asia, (PRIA 2001) states, the root of the non-profit sector in India is associated in philanthropy and religious obligations, and thus, can be divided into four phases of; (1) pre-colonial, (2) colonial, (3) post-independence and (4) post-emergency, as show in Table: 3.2.

The (1) **pre-colonial phase** consisted of volunteerism as an integral part of Indian society, social and economic development which was prominently evident in various Hindu scriptures. Welfare activities and social service were largely shared between the state, religion, kings and rules, and social organisations (Participatory Research In Asia, PRIA 2001). The development of the third sector during the (2) **colonial phase** was linked to reform and freedom movements, as Latha et al. (2011:111) further state, voluntary agencies were supported by prominent individuals dedicated towards the removal of caste restrictions, improving conditions for widows, women, education, orphans and destitute members of society in the country. The (3) **post-independence phase** included more governmental control, taking responsibility for social and cultural reforms and grass root organisations worked at the micro-level, and were formally recognised as development partners of the state. In the (4) **post-emergency phase** and as a response, India witnessed a rapid increase and diversification of the third sector with international NGOs, and increasing concerns for poverty and marginalisation. Moreover, as the Asian Development Bank (ADB 2009) states, this lead to the professionalisation approaches of the sector which was based on management, planning and co-ordination. The government re-established democratic ideas and more investment into the third sector, and as the Participatory Research In Asia (PRIA 2001) states, development agencies were established, such as the People's Action for Development of India (PADI), and the Association for Voluntary Agencies for Rural Development (AVARD). The National Aids Control Organisation (NACO 2007) indicates that, the government has taken a lead role in the control of non-profit organisations in India,

implementing various internal methods, procedures, funding and management approaches.

Table: 3.2 Summary of the Evolution and Historical Background of NGOs in India

No	Historical Phase	Description
1	Pre-Colonial	<ul style="list-style-type: none"> • Volunteerism is an integral part of Indian society, dates back to 1500 BC. • Mentioned in the ancient Hindu texts and scriptures – ‘Rig Veda’, ‘Upanishads’ enjoins the practice of charity on households, spiritual and secular knowledge is precious. ‘The Manu Samhita’ ancient text states that ‘Kaliyuga’ charity is the highest virtue. This refers to the contemporary phase of human history in Hinduism prior to ‘Satyuga’, ‘Treta Yuga’ and ‘Dwapar Yuga’. • Kings and Rulers took care of indigenous culture, arts, recreation, education, health and welfare activities • Charity is inspired by Religious beliefs and values. ‘Gosains’ temples and monasteries are widespread across various states including Maharashtra state for the sole purpose of public benefit and use. Ashrams for education and ‘patsala’s’ were residential houses for Sanskrit learning. Buddhism provided a new approach to charity, volunteerism and social service. The ‘Sangha’ order focused on spiritual needs of people, and service to the poor and needy. • The ‘Mughal dynasty’, Islam and charity-giving in the form of ‘Zakat’, trust and feeding the poor and hungry was prominent
2	Colonial	<ul style="list-style-type: none"> • Modernity was seen through Christianity and colonial rulers • Associated with Social reform/freedom movements: Regional, religious and caste-based on common conscience • The Societies Registration Act (SRA) was approved in 1860 to confirm the legal status of the growing body of NGOs • Formal voluntary organisations were linked to Portuguese in Goa state and the British Empire. The service of God and human beings directed efforts toward reducing poverty, better health and living conditions by encouraging education among women and infrastructure as NGOs focused their efforts on education, health, relief, and social welfare. • Reform movements were driven by religion and were strongly inspired by a humanistic nature • Gandhi’s ‘Swadeshi movement’, advocated economic self-sufficiency with small-scale local production in the country • Activities of the Non-profit sector were varied

		<ul style="list-style-type: none"> • The ideology of nationalism encouraged a value-system • A shared vision of a free-India envisaged by founding fathers of Indian nationalism, this did not strengthen the sector after independence either • New systems of thought based on rationalism, liberalism and democracy was evident
3	Post-Independence	<ul style="list-style-type: none"> • More governmental control over non-profit organisations • Mobilisation of the mass population • International NGOs interest in India's poverty issues • Professionalisation of the third sector was gradually based on management, planning and co-ordination
4	Post-Emergency	<ul style="list-style-type: none"> • New government re-established democratic ideas, institutions and investment • Establishment of development agencies: People's Action for Development of India, The Association for Voluntary Agencies for Rural Development (AVARD) • Increase in International/foreign funding • Establishment of the FCRA-Foreign Contributions Regulation Act (1976), included rules and regulations for the NGOs • End of 1980s, NGOs were associated by Governmental development programmes, & this gradually declined due to fundraising and corruption issues. Individuals preferred to give to charity personally/give it to religious organisations. • Currently, Government in control, implementing internal methods, funding and management approaches for NGOs

Source: Adapted from Society for Participatory Research in Asia (PRIA 2001) and National Aids Control Organisation (NACO 2007)

3.2.4 NGOs in India Today

As data on the Indian non-profit sector is limited, it is estimated that there are a variety of groups within the third sector which are comprised of various multi-faceted organisations. Despite incomplete censuses, the Asian Development Bank (ADB 2009) in 1989 an estimated 25,000 to 30,000 NGOs existed and in 2009, an estimated 1.5 million working NGOs were reported to exist. Additionally, the Times of India (TOI 2014), reported a staggering 2 million NGOs currently exist throughout the country. Most NGOs in India are small in size and as Accenture-Stiftung (2009) further states, only 8.5% of the organisations employ more than 10% of paid staff. Almost two-thirds have one or no paid staff, relying to a large extent on volunteers. Moreover, nearly 20 million people work on a paid or voluntary basis in non-profit organisations, of which, shows the importance of NGOs both as employers and as agencies providing identity and belonging to communities throughout India.

According to a survey conducted by Participatory Research in Asia (PRIA 2002:Asian Development Bank ADB 2009), 73.4% of NGOs have one or no paid staff, although across the country, more than 19 million people work as volunteers or paid staff at an NGO. The survey further revealed that 26.5% of NGOs are engaged in religious activities, while 21.3% work in the area of community and social service. Additionally, one in five NGOs works in education, and 17.9% are active in the fields of sports and culture, with only 6.6% working in the health sector. Moreover, the Credibility Alliance is an initiative by a group of NGOs committed to enhancing accountability and transparency in the voluntary sector through good governance. Additionally, Tamil Nadu has the lowest number of non-registered NGOs (47%) while the highest number is seen in Maharashtra State (74%). Moreover, NGOs may have a competitive advantage when activities include specialised knowledge and hard-to-reach target groups. They support social mobilisation and coordinate communities to identify and respond to specific development needs, and play a vital role in capacity building of the government and advocacy, and demand attention towards special needs of minorities among others (Brinkerhoff et al. 2007:151). Nevertheless, delivering services to target

populations and advocacy, NGOs have a comparative advantage in focusing on vital, social controversial issues which the public and private sector ignore.

In a developing like India, NGOs can be seen as critical agents in addressing the social costs of rapid modernisation, and ensuring that the benefits and costs are spread equally across the population. While NGOs serve a variety of causes, a principle is that they operate in a manner consistent with the objectives and overall mission. Despite the term ‘non-governmental organisation’ implies independence from governments; some NGOs rely heavily on the government for their funding.

3.3 Section Two

3.3.1 Sustainable Development Goals (SDGs) for India

The Sustainable Development Goals (SDGs) are now built on the eight anti-poverty targets of the Millennium Development Goals (MDGs) which were a commitment to be achieved by 2015. The aim of the 17 SDGs according to the United Nations (UN 2017), is to build a more prosperous, equal and secure world by 2030 by implementing various areas of poverty, health, education and development actions. The government of India is a core leader in this challenge, and has further initiated its national development goals and policy initiatives such as; ‘Sabkasaath, Sab Kavikas’ (development with all, and for all), for inclusive development.

According to the Indian governmental organisation, the National Institute of Transforming India (NITI 2016), the coordination of the sustainable development goals (SDGs) in India includes schemes for each target, and is linked to various ministries, adopting a government-wide approach including state and local governments to sustainable development, emphasising the interconnected nature of the sustainable development goals (SDGs) across economics, social and environmental issues. Some of these are presented in Table: 3.3, indicating intervention programmes and schemes for development.

Table: 3.3 Sustainable Development Goals (SDGs) for India

No	Sustainable Development Goal (SDGs)	Intervention Programmes and Schemes	Responsible Government Ministry, State, Local Levels
1	End poverty in all its forms everywhere	Rural Development <ul style="list-style-type: none"> Pradhan Mantri Jan DhanYojana Pradhan Mantri Jeevan JyotiBimaYojana Atal Pension Yojana (APY) 	Social Justice and Empowerment, Skill Development & Entrepreneurship, Minority Affairs, Agriculture & Cooperation, Panchayati Raj, Urban Development
2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Agriculture and Farmers Welfare <ul style="list-style-type: none"> National Nutrition Mission (NNM) (Core) Mid-Day Meal Scheme 	Health & Family Welfare, Agriculture & Cooperation, Tribal Affairs, Public distribution, Public Affairs, Commerce, Road Transport and highways, Ayush,
3	Ensure healthy lives and promote well-being for all at all ages	Health & Family Welfare <ul style="list-style-type: none"> Human Resource in Health and Medical Education (Core) National AIDS &STD Control Programme 	Health & Family Welfare, Agriculture & Cooperation, Tribal Affairs, Public distribution, Public Affairs, Commerce, Road Transport and highways, Ayush, Drinking water and sanitation
4	Ensure inclusive and equitable quality education and promote	Human Resource Management (HRD) and Development (HRMD) <ul style="list-style-type: none"> Padhe Bharat Badhe Bharat 	School Education & Literacy, Tribal Affairs, Skill Development & Entrepreneurship, Higher Education,Culture, External Affairs,

	lifelong learning opportunities for all		
5	Achieve gender equality and empower all women and girls	<p>Women & Child Development</p> <ul style="list-style-type: none"> National Mission for Empowerment of Women including Indira Gandhi MatritavSahyogYojana (Core) BetiBachaoBetiPadhao Support to Training And Employment Programme For Women (STEP) 2014 SWADHAR 2011 (A scheme for women in difficult circumstances) Kasturba Gandhi BalikaVidyalay (KGBV) 	Ministry of Women & Child Development, Health & Family Welfare, Urban Development, Social Justice,
6	Ensure availability and sustainable management of water and sanitation for all	<p>Ministry of Water Resources, Development, River Development</p> <ul style="list-style-type: none"> NamamiGange - Integrated Ganga Conservation Mission Inter-linking of rivers 	Land resources, Drinking water and sanitation,
7	Ensure access to affordable, reliable, sustainable and modern energy for all	<p>Power</p> <ul style="list-style-type: none"> National Solar Mission – providing continuous power supply to rural India India Energy Policy Power (2015) – Electrification of the remaining 20,000 villages including off grid Solar Power by 2020 	Power, New and Renewable energy, Coal, Petroleum and natural gas
8	Promote sustained, inclusive and sustainable economic growth, full and	<p>Labour and Employment</p> <ul style="list-style-type: none"> National Service Scheme (NSS) Skill Development Mission 	Labour & Employment, Finance, Urban Development, Tribal Affairs, Ministry of

	productive employment and decent work for all	<ul style="list-style-type: none"> • Social Security for Unorganised Workers including RashtriyaSwastyaBimaYojana (Core) 	Housing and Urban Poverty Alleviation, Ministry of Rural Development
9	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation	Commerce and Industry <ul style="list-style-type: none"> • National Handloom Development Programme • Pradhan Mantri Gram SadakYojana (PMGSY) (Core) • Make in India 	Road Transport and Highways, Railways, Shipping, Steel, Civil Aviation, Human Resource Development (HRD), External affairs, Science and Technology
10	Reduce inequality within and among countries	Social Justice & Empowerment <ul style="list-style-type: none"> • Scheme for Development of Scheduled Castes (Core of the Core) • Scheme for development of Economically Backward Classes (EBCs) 	Social Justice, Skills and development, Finance
11	Make cities and human settlements inclusive, safe, resilient and sustainable	Urban Development <ul style="list-style-type: none"> • Smart Cities Mission (Core) • Pradhan MantriAwasYojana (Housing for All-2022) (Core) 	Urban development, Culture, Home Affairs
12	Ensure sustainable consumption and production Patterns	<ul style="list-style-type: none"> • National Clean India Fund (NCEF) • National Clean Energy Fund 	Urban development, Rural development, Finance
13	Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> • National Action Plan on Climate Change National • Mission for a Green India 	Ministry of Environment, Forest and Climate Change
14	Conserve and sustainably use the oceans, seas and	Earth Science <ul style="list-style-type: none"> • National Plan for Conservation of Aquatic Eco-System 	Earth Science,

	marine resources for sustainable development	<ul style="list-style-type: none"> • Sagarmala Project (Blue Revolution) 	
15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	<ul style="list-style-type: none"> • Project Elephant • National Environmental Policy 2006 • National Agroforestry Policy (2014) • National Action Programme to Combat Desertification (2001) 	Ministry of Environment, Earth Science
16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	<ul style="list-style-type: none"> • Digital India • Pragati Platform (Public Grievance Redressal System) • RTI (Right to Information Act) 	Home Affairs, Law and Justice,
17	Strengthen the means of implementation and revitalize the global partnership for sustainable Development	<ul style="list-style-type: none"> • South-South Cooperation • India Africa Summit • SCO (Shanghai Cooperation Organisation) • BRICS (Brazil, Russia, India, China, and South Africa) • NDB (New Development Bank – BRICS) • SAARC Satellite (South Asian Association for Regional Cooperation) 	Finance, Corporate Affairs, Science and technology, Commerce and industry

Source: Adapted from National Institute of Transforming India, Government of India (NITI 2016)

Although India's economy has rapidly increased, growth has been uneven when compared to different social and economic groups, geographic regions, and rural and urban areas. Poverty is diverse and widespread in India, with an estimated one-third of the world's poorest population (World Bank 2017). Some of the main causes are; changes in the country's economic trends, inadequate education and training, over population, numerous social and cultural issues and concerns, various environmental problems and health diseases such as HIV/AIDS and malaria.

3.3.2 Government and NGOs Relations

NGOs have responded to the government's socio-economic development concerns, thus, when the government changed emphasis from capital-oriented growth to anti-poverty programs, NGOs made a distinct shift from welfare and service delivery interventions to the direct attention on poverty. Subsequently, when the government moved to macro-economic and structural reforms, NGOs began to focus on scaling up their activities, advocacy, lobbying, increased networking, expanded their range of operations, and targeted marginalised groups as Nair et al. (2008) further states, this led to their collaborative work with the government to develop innovative methods and, to further ensure commensurate changes in policy.

The approval of the National Policy on the Voluntary Sector in 2007, and the Planning Commission was appointed for NGOs and governmental interactions as various initiatives were introduced, and decentralisation enabled the NGOs activities to reach the less explored and extremely poor areas of the country (Asian Development Bank 2009). According to Najam (2000) the government set up several institutions to promote funding of NGOs, however, being reliant on such funding also introduced the risk that NGOs lost their autonomy and become implementers of public sector projects. Nevertheless, as Tandon (2002) and Kudva (2005) additionally state that, NGO approaches to government now range from strongly oppositional to closely collaborative, with the majority of NGOs keeping a pragmatic and often sophisticated partnership with the government (Asian development Bank 2009).

3.3.3 The Role of National AIDS Control Organisation (NACO)

The National AIDS Control organisation (NACO) was established as a division of the Ministry of health and Family Welfare, Government of India, to provide leadership, formulate policies and prevention strategies by implementing various HIV/AIDS control programmes and societies. Since the initiation of the National Aids Control Programs (NACP) in 1992, focus has gradually moved and progressed from raising awareness to behavioural change from a national to decentralised response, thus, increasing the involvement of NGOs (National Aids Control Organisation 2017). Currently it is in its fourth phase, which includes five detailed components as shown in Table: 3.4.

The role of each State AIDS Prevention and Control Societies (SACS), Government of India, is to implement NACO programmes at state level, however, they have the functional independence to upscale and innovate. Lead by either the Minister in charge of health or the Chief Secretary; key government departments, the civil society, trade and industry, private health sector and people living with HIV/AIDS (PLHA) networks collaborate and approve new policy initiatives, annual plan and budgets, appoint statutory auditors and accept the annual audit report. Moreover, the functions of SACS include;

- Medical and public health services
- Communication and social sector services
- Administration, planning, coordination, monitoring and evaluation, finance and procurement

The role of District AIDS Prevention and Control Units (DAPCU), Government of India, is to increase emphasis on improving co-ordination functions at state level, through supportive programme implementation at district levels.

Table: 3.4 Components of National Aids Control Organisation (NACO) HIV/AIDS Phase IV

No	Component	Description
1	Intensifying and Consolidating Prevention services with a focus on HRG and vulnerable populations	<ul style="list-style-type: none"> • Scaling up coverage of Target interventions (TIs) among Hight-Risk Groups (HRG) • Scaling up of interventions among other vulnerable population
2	Expanding IEC services for (a) general population and (b) high risk groups with a focus on behaviour change and demand generation	<ul style="list-style-type: none"> • Behaviour change communication strategies for High-Risk Groups (HRGs), vulnerable groups and hard to reach populations • Increasing awareness among general population, particularly women and youth.
3	Comprehensive Support, Care and Treatment	<ul style="list-style-type: none"> • Implement comprehensive HIV care for all those who are in need of such services and facilitate additional support systems for women and children affected and infected with HIV / AIDS. • Wide network of treatment facilities and collaborative support from People Living with HIV/AIDS (PLHIV) and civil society groups. • With increasing maturity of the epidemic, it is very likely that there will be greater demand for 2nd line ART, OI management. NACP IV will address these needs adequately. • It is proposed that the comprehensive care, support and treatment of HIV/AIDS will include: (i) anti-retroviral treatment (ART) including second line (ii) management of opportunistic infections and (iii) facilitating social protection through linkages with concerned Departments/Ministries. • The program will explore avenues of public-private partnerships. The program will enhance activities to reduce stigma and discrimination at all levels particularly at health care settings.

4	Strengthening Institutional Capacities	<ul style="list-style-type: none"> • To consolidate the trend of reversal of the epidemic seen at the national level to all the key districts in India. Programme planning and management responsibilities will be strengthened at state and district levels • To ensure that the annual action plans are based on evidence, local priorities and in alignment with NACP IV objectives. • Sustaining the epidemic response through increased collaboration and convergence, where feasible, with other departments will be given a high priority during NACP IV. • This will involve phased integration of the HIV services with the routine public sector health delivery systems, streamlining the supply chain mechanisms and quality control mechanisms and building capacities of governmental and non-governmental institutions and networks.
5	Strategic Information Management Systems (SIMS)	<ul style="list-style-type: none"> • The roll-out of SIMS is ongoing and will be firmly established at all levels to support evidence based planning, program monitoring and measuring of programmatic impacts. • The surveillance system will be further strengthened with focus on tracking the epidemic, incidence analysis, identifying pockets of infection and estimating the burden of infection. • Research priorities will also be customised to the emerging needs of the program. NACP IV will also document, manage and disseminate evidence and effective utilisation of programmatic and research data. • The relevant, measurable and verifiable indicators will be identified and used appropriately.

Source: Adapted from National Aids Control Organisation, Ministry of Health and Family Welfare Government of India (2017)

3.3.4 Social Aspects Towards HIV/AIDS and High-Risk Group Members

A multi-dimensional nature and social levels of prejudice and ignorance towards HIV/AIDS exist in India. Consequently, social issues increase the risk of HIV infection causing major challenges, as certain groups of people engage in high-risk group behaviors and are thus, more vulnerable inclined to obstacles and experiences associate with stigma and discrimination, which pose further challenges.

Stigma and Discrimination

The consequences of stigma and discrimination are wide-ranging and include; rejection from family, peers and the wider community, poor healthcare and education. Misunderstandings as Nyamathi et al. (2013) state include; refusing to let People Living with HIV/AIDS (PLWA) hold a child, share dishes or cook for others. Internalised stigma grounded in the misconceptions about HIV/AIDS among People Living with HIV/AIDS (PLWA) is not surprising, thus, stigma is pervasive within the community. Hence, it is evident that a high level of felt stigma suggests that individuals perceive that they would not be supportive of their situation. Additionally, Thomas et al. (2005) state that not only is quality of life associated with higher levels of internalised stigma, moreover, previous research studies revealed that stigma negatively impacts People Living with HIV/AIDS (PLWA) to interact with their community and self-care.

UNAIDS (2012) reported 61% of countries had some form of legislation in place to protect people living with HIV/AIDS from discrimination. Within the healthcare setting, a lack of confidentiality has been repeatedly mentioned as a particular problem, as HIV/AIDS sufferers do not get to choose how, when and to whom to disclose their HIV/AIDS status. Additionally, a study carried out by World Health organisation (WHO 2008) in India found that 34% of respondents reported breaches of confidentiality by health sector workers. A global survey carried out by Nachega et al. (2012), indicates that community level stigma and discrimination does not only manifest rejection, verbal and physical abuse, Moreover, their global survey reported HIV/AIDS related murders were evidently present in India.

Stigma attached to HIV/AIDS has the capacity to extend into the next generation, hence, placing an emotional burden on those left behind. In a country like India where HIV/AIDS knowledge and awareness of rights is apparently scarce, education is needed in order to combat various stigma, discrimination and denial factors which are being encountered. The National Aids Control Organisation (NACO 2013) reports that the NACP-IV has made the elimination of stigma and discrimination a major focus for the next five years, using mass media campaigns such as the Red Ribbon Express and television advertisement towards educating the Indian population on the issue. Nonetheless, some factors that contribute to HIV/AIDS related stigma are shown in Table: 3.5.

Table: 3.5 Factors of HIV/AIDS Related Stigma and Discrimination

No	Stigma and Discrimination Factors	Description
1	Reactions	HIV/AIDS is a life-threatening disease, and therefore, people react to it strongly and emotionally Misunderstandings
2	Assumptions	HIV infection is associated with certain behaviors Infection is often thought to be the result of personal irresponsibility
3	Awareness / Knowledge	There is a lot of inaccurate information about how HIV is transmitted, creating irrational behavior and misperceptions of personal risk
4	Morale	Most people become infected with HIV through sex, which often carries moral baggage
5	Religious assumptions / Beliefs	Religious or moral beliefs lead some people to believe that being infected with HIV is the result of moral fault that deserves to be punished
6	Discrimination / Exclusions	The effects of antiretroviral therapy (ART) on peoples physical appearance can result in forced disclosure and discrimination based on appearance
7	Losses	Income/livelihood Marriage and childbearing options Loss of hope and feelings of worthlessness Reputation of Self and Family Withdrawal of care-giving in the home Poor care within the health sector

Source: Adapted from Association for Voluntary Agencies for Rural Development (AVARD 2017)

3.4 Section Three

3.4.1 NGO Profiles: Jeevan Jyothi Presentation Society, Dishantar Sanstha, Indian Institute of Youth Welfare (IIYW), MAGMO Welfare Sanstha

Jeevan Jyothi Presentation Society

Presentation Society, also referred to as Jeevan Jyothi Presentation Society, is a registered foreign-funded Christian-catholic faith based NGO founded by Nano Nagale (1775), located in Goa state, south of Maharashtra State, on the western coast of India. Focusing on people living with AIDS (PLWA), tuberculosis, cancer, substance abuse, and community development of children, women, men and youth who are excluded from society, regardless of religion, race, language, or gender. Thus, combining human life, dignity and faith is of paramount importance, as quoted;

‘Every human being is created in God’s image...Accordingly all persons have worth and dignity. This conviction about preciousness of every life grounds the foundation for the sisters to reach out to those infected and affected by HIV/AIDS’

Mission

To avert a number of needless deaths and sustain life by the highest possible manner in Goa.

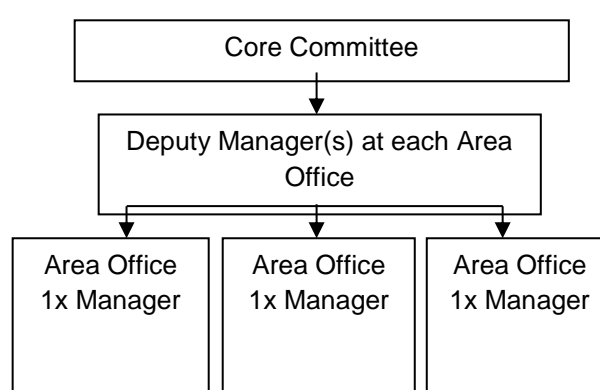
The NGOs structure and relevant staff are shown in Figure: 3.4 and Table: 3.6.

Table: 3.6 Relevant Staff at Presentation Society

Change Agent	Technical Specialist	Admin & Support	1st Line Managers	Middle Managers	Senior Managers
15 Community Development Workers	-	1 Accountant Manager 1 Document Manger	1 Prog. Manager	-	1 Director

Source: Data analysis

Figure: 3.4 Management and Hierarchy Structure at Presentation Society



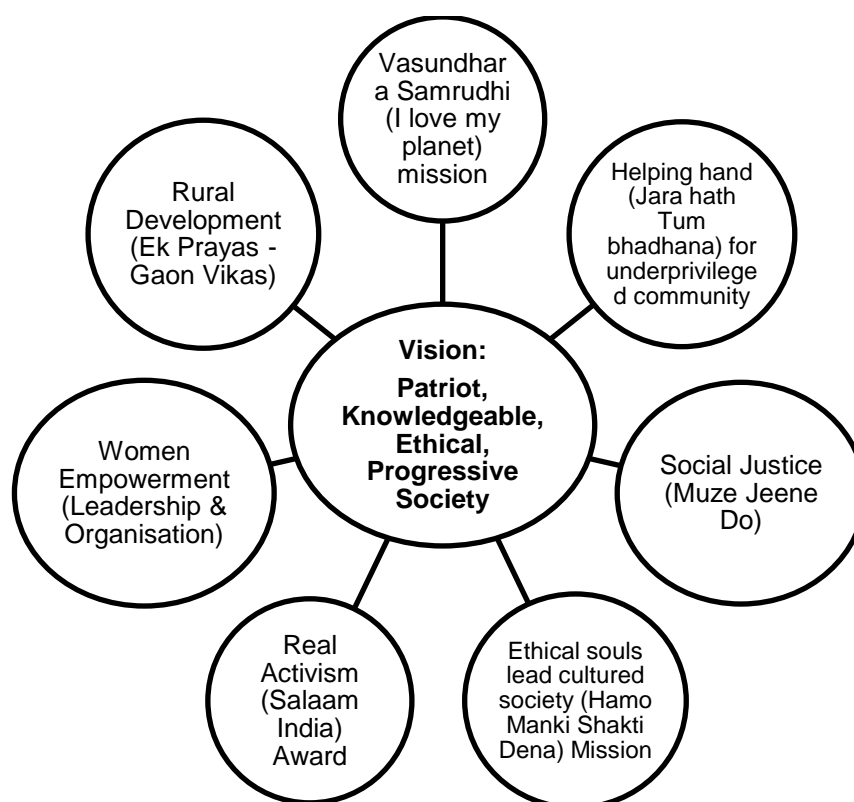
Source: Data Collection/Secondary Data, Presentation Society (2015)

Dishantar Sanstha

Registered in 2013, Dishantar Sanstha is a grass root NGO based in the town of Chiplun within the Ratnagiri district of Maharashtra State. Determined to empower the underprivileged community for freedom and development, their model has contributed towards community development projects among various Adivasi hamlets in Chiplun, Ratnagiri, and modernising farming and rural shepherd communities in the district by enhancing basic amenities and standards of living to include solar energy benefits. Moreover, it is trying to mainstream, empower and engage adolescent capacity building with access to education, career advancement and to engage them in social, political and economic decision making as shown in Figure: 3.5 and as quoted,

“Democracy works when citizens and the most marginalised people have the capability to ask questions, seek accountability from the state and participate in the process of governance. Democracy becomes meaningful when people can shape the state, in turn, creates enabling social, political, economic and legal conditions wherein, people can exercise their rights and realise the freedom from fear and want”.

Figure: 3.5 Vision: Patriot, Knowledgeable, Ethical, Progressive Society



Source: Data Collection/Secondary Data, Dishantar Sanstha (2015)

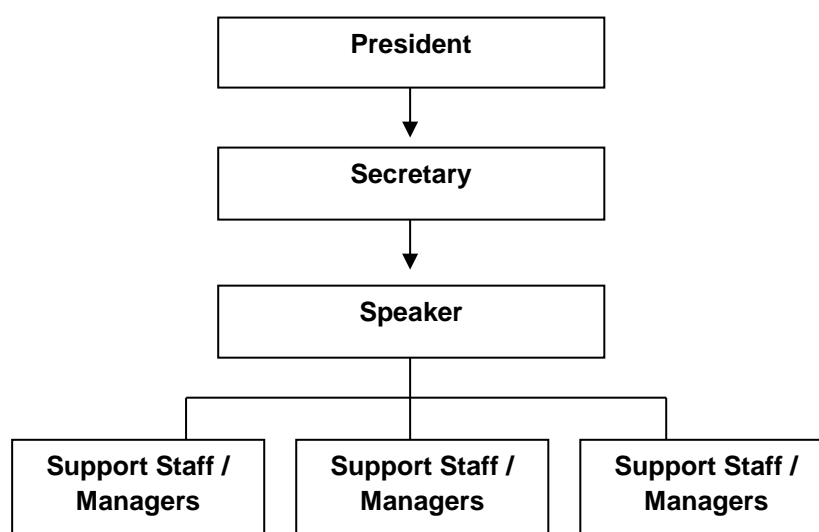
Moreover, through the adaptation of a holistic approach and development, the NGOs structure and relevant staff at the NGO are shown in Table: 3.7 and Figure: 3.6.

Table: 3.7 Relevant Staff at Dishantar Sanstha

Change Agent	Technical Specialist	Admin & Support	1st Line Managers	Middle Managers	Senior Managers
30 Volunteers	1	1 Manager	-	-	1 Director

Source: Data analysis

Figure: 3.6 Management and Hierarchy Structure at Dishantar Sanstha



Sources: Secondary data, Dishantar Sanstha (2015)

Indian Institute of Youth Welfare (IIYW)

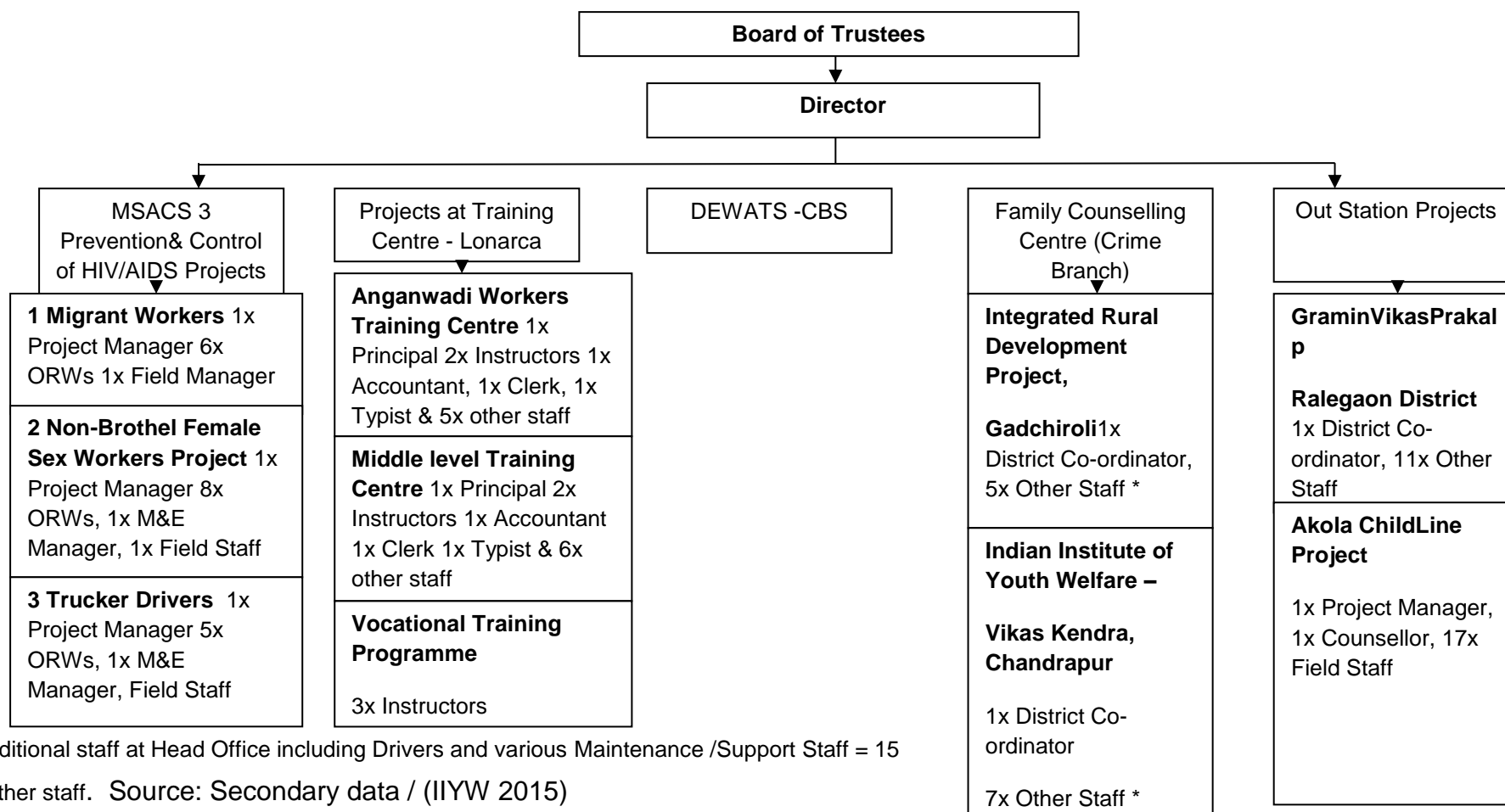
The Indian Institute of Youth Welfare (IIYW) is a regional youth centre point and development organisation encouraging other NGOs and Community based Organisations (CBOs) across the country, with interventions at grass root level in the interior areas of Nagpur, Chandrapur, Gadchiroli, Yavatmal and Akola districts within Maharashtra State. Engaging young people in the process of social change and development in shaping society, several need based projects, programmes and training courses which strives to reach the underprivileged section of society, focusing on skills development and capacity building for youth, women and children is paramount. The structure and relevant staff at the Indian Institute of Youth Welfare (IIYW) are shown in Table: 3.8 and Figure: 3.7.

Table: 3.8 Relevant Staff at Indian Institute of Youth Welfare (IIYW)

Change Agents	Technical Specialists	Admin & Support	1st line Managers	Middle Managers	Senior Managers
88 CDWs & Volunteers	4	3	3 (TI) Project Managers	3	2 Directors

Source: Data analysis

Figure: 3.7 Management and Hierarchy Structure at Indian Institute of Youth Welfare (IIYW)



MAGMO Welfare Sanstha

MAGMO NGO is located in Nashik, a city well-known for the 'Cumb Mela', and the annual gathering of people festival. It was established by prominent doctors and influential people from society in 1994 working towards the promotion of sustainable and community development as its core values with the support of both government and non-government agencies for the empowerment of various vulnerable and high risk populations.

Focusing on HIV/AIDS, health & nutrition, information computer technology (ICT), women development and empowerment and, the Panchavati Raj in Nashik district, MAGMO has undertaken and successfully implemented various health centric programs such as the Maharashtra State Aids Control Society (MSACS) funded programs, TB HIV coordination, the inception of the Migrant project (2008), the Link-Worker project in Satpur MICD area (2008, 2010), the high HIV-prevalence 100 Villages project (2010) and, the Truckers project along the National Highway (2013). Moreover, Mobile ICTC and STI medical and health clinics have proven successful as MAGMO was awarded the outstanding Truckers Project by the government; hence, MAGMOs vision as quoted is to;

"Improved quality of life and health awareness among marginalised community"

The human resource structure and relevant staff at MAGMO are shown in Table:3.9 and Table:3.10

Table: 3.9 Relevant Staff at MAGMO Welfare Sanstha

Change Agent	Technical Specialist	Admin Support	1st Line Managers	Middle Managers	Senior Managers
58 Volunteers & Com. Dev workers	-	1	7	4	1 Director

Source: Data analysis

Table: 3.10 Human Resource: Overall Staff Members at All Sites at MAGMO

No	Contract Type:	Number of Staff
1	Full Time	19
2	Part Time	70
3	Volunteers (Unpaid)	1067
4	Trainees	2
5	other	1
6	Female Staff as % of total staff	30% in full time and 25% in part time contracts
	Staff with disabilities as % of total staff	1%

Source: Secondary data / MAGMO (2015)

3.5 Summary

This chapter has identified a realistic profile of India in relation to its characteristics of Maharashtra and Goa States. Moreover, the aim has been to identify the importance and relevance of the evolution and development of the NGO sector. The socially constructed concept of giving is a deep-rooted tradition which has evolved and dates back to various centuries.

This chapter has discussed the development issues and concerns associated to HIV/AIDs, community care and the Sustainable Development Goals (SDGs), and the role of the Indian government towards the HIV/AIDS epidemic in India. Current programmes and initiatives implemented by the government through NACO at national, state and local levels has proven positive for the empowerment of those most affected by the epidemic and deep-rooted socially constructed norms, values and traditions.

The unique structure of the third sector and NGOs in India has been presented through an individual profile and account of the NGO organisations who took part in this research. The importance of the NGOs for urban and rural community development and, as the main source of contact and support for the empowerment, faith-based empowerment for various members of society, should not be ignored, in fact, the NGOs management and hierarchy structures have identified highly complex networks of human resources which hold unique qualities in order to fulfil visions, missions and goal at both personal and organisational levels.

CHAPTER FOUR

METHODOLOGY

4.1 Introduction

The methodology used in carrying out this research is presented in this chapter. The overall aim is to discuss issues in relation to the qualitative research design and methodology, along with vital theoretical and practical elements associated with it in the relation to this research. As Creswell (2011) states, in order to appreciate the specific elements of the chosen research design and methodological approach to this research, it is of paramount importance to briefly present other methods and approaches to understand exactly as Robson (1997) states, why the interpretivist qualitative research design was specifically adopted for this research.

Section one presents information relating to the theoretical background, strategies of inquiry which are specific to both qualitative and quantitative research. A detailed perspective is further presented relating to qualitative research approach, strategy and design. Following this, section two presents a detailed examination into the qualitative research design and methodology used specifically for this research. Finally, the discussion will be concluded in a separate summary section.

4.2 Section One

4.2.1 Theoretical Background

Management research as Sekaran (2003:6) states includes aspects associated with employee attitudes and behaviours, human resources management, development, the impact of changing demographics on management practices and, strategy formulation. Prior to the general discussion of the methodology of management research, and in particular, this research; a theoretical background and an overview of the definition and concept of methodology is presented.

4.2.2 Methodology: An Explanation

It can be contended that research methodology is an outline of the procedural framework within which the research is carried out. It describes the approach to the problem in question, putting it into practice in the research process (Robson 1997). For Burns (2000), methodology concerns the general principles of the research and the examination of validity, in comparison to methods which primarily focus on the practical techniques used to undertake the research. Hence, methodology provides the essential and vital link between both, method and theory. In social sciences, methodology has evolved with the continuous interchange of ideas, information and criticism. Moreover, it has created the foundation, established and institutionalised commonly accepted rules and procedures, thus, the rules for reasoning and the development of methods and techniques.

4.2.3 Philosophical Stance

It is argued that all theories of organisations are based upon a philosophy of science and a theory of society (Burrell and Morgan 1993). Social scientists approach their subject through explicit or explicit assumptions about the nature of the social world, and, the way in which it may be investigated (Sayer 1992). The goal of interpretivist research is to understand and interpret human behaviour rather than to generalise and predict causes and effect. For an interpretivist researcher, as Robson (1997) indicates, it is important to understand motives, meanings, reasons and other subjective experiences which are time and context bound. Moreover, ontology is concerned with the nature of reality, whereas epistemology is concerned with the relationship between the researcher and the reality, and how knowledge can be obtained (Carson et al. 2001). The nature of natural science and social sciences is subject to different interpretations, thus, various assumptions exist concerning the nature of social science. A system for understanding these assumptions is developed which takes into consideration various perspectives and ways of 'seeing' the social and organisational reality (Nachmias and Nachmias 1996; Burrell and Morgan 1993; Guba and Lincoln 1998: Creswell 1998:74). It is vital to understand the ontological and epistemological stance and assumptions in relation to management and qualitative research, and the nature of social science as outlined in Table: 4.1.

Table: 4.1 Philosophical Assumptions with Implications for Practice

Assumption	Question	Characteristics	Implications for practice (Examples)
Ontology	What is the nature of reality?	Reality is subjective and multiple, as seen by participants in the study	Researcher uses quotes and themes in words of participants and provides evidence of different perspectives
Epistemology	What is the relationship between the researcher and that being researched?	Researcher attempts to reduce distance between themselves and that being researched	Researcher collaborates, spends time in the field with participants, and becomes an 'insider'
Axiological	What is the role of values?	Researcher acknowledges that research is value laden and that biases are present	Researcher openly discusses values that shape the narrative and includes own interpretation in conjunction with interpretation of participants
Rhetorical	What is the language of research?	Researcher writes in a literary, informal style using the personal voice and uses qualitative terms and limited definitions	Researcher uses an engaging style of narrative, may use first-person pronoun, and employs the language of qualitative research
Methodological	What is the process of research?	Researcher uses inductive logic, studies the topic within its context, and uses an emerging design	Researcher Works with particulars (details) before generalisations, describes in detail the context of the study, and continually revises questions from experiences in the field

Source: Creswell (1998:74)

4.2.4 Ontology

The assumptions associated with the nature of ontology are concerned with the essence of the phenomena which is under investigation. Social scientists are faced with the basic ontological question of whether 'reality' is of an objective nature or the outcome of individual cognition (Sayers 1992). For Creswell (1998:76), in qualitative research the ontological issues are associated with reality which is constructed by individuals involved in the research situation. Therefore, multiple realities exist which include; the realities of the researcher, those of individuals being investigated, and those of the reader or audience interpreting the study. The researcher reports these realities through the voice and interpretations of the informants through extensive quotes, themes that reflect the words and advance evidence of different perspectives on each theme.

4.2.5 Epistemology

The assumptions associated around the epistemological nature are associated within the ground of knowledge, where individuals begin to understand the world and communicate this as knowledge to fellow human beings. The study of theories of knowledge and the questions posed are associated with how the social reality is known and constructed (Smith 1998). Moreover, epistemological assumptions are able to determine whether or not knowledge can be acquired or is it something which has to be personally experienced. Creswell (1998:76) further argues that qualitative epistemological assumptions focus on the relationship between those being researched, therefore, the researcher is more interactive and tries to minimise the distance between themselves and those being researched.

4.2.6 Axiology

Buchanan and Bryman (2011) state that axiology involves the role, interaction and closeness between the researcher and the participants, and has implications concerning the values in the qualitative study. Here, the researcher admits the value-laden nature of the study and actively reports their values and biases, and the value-laden nature of information gathered from the field.

4.2.7 Rhetorical

For Creswell (1998:77), research that is based on the rhetorical assumption means that the qualitative researcher uses specific terms and more personal and literary narratives. Thus, instead of using terms such as; internal validity, external validity, generalisability and objectivity, terms such as credibility, transferability, dependability, confirmability (Guba and Lincoln 1994) and naturalistic generalisations (Stake 1995) are used in case study research. Additionally, using words such as; understanding, discover and meaning are key of emerging qualitative terms. Moreover, the language becomes personal, literary, and based on definitions that evolve during the study rather than being defined by the researcher at the onset. It is usual for an extensive section on the definition of terms used in the study, as these are defined by the respondents and are vital for the research.

4.2.8 Human Nature

Burrell and Morgan (1993) state that human nature primarily focuses on the aspects of human beings and their experiences, one which contends that human beings and their experiences are regarded as a products of the environment, hence, humans are conditioned by their external circumstances. Considering this, these set of assumptions have direct implications on the methodological nature, as each one has equally, an important consequence for the way in which the attempts to investigate and obtain 'knowledge' about the social world is undertaken. There are different ways of 'seeing' the world, hence, these sets of worldviews, and the different ontological, epistemological and models of human nature, as Burrell and Morgan (1993) suggest, clearly direct the social researcher towards different methodological approaches in order to understand how the social world must be investigated.

4.2.9 Interpretivism (Social Constructivism) and Research Methodology

Social constructivism and interpretivism are often combined together and typically associated with qualitative research. Lincoln and Guba (1985:Creswell 1998) state that the social constructionist researcher seeks to understand the world in which they live and work. They develop subjective meanings of their experiences, of which, the meanings are directed towards certain objects or

things. Hence, as Creswell (2007:8) states, these meanings are varied and multiple which lead the researcher to look for the complexity of views rather than narrowing meanings into a few categories or ideas.

The interpretivist approach therefore, believes that reality is relative and multiple, and there can be more than one reality and more than a single structured way of accessing such realities. Lincoln and Guba (1985:Creswell 1998) further explain that these multiple meanings are challenging to interpret, as they depend on other systems of meanings. Moreover, the knowledge generated is perceived through socially constructed and subjective interpretations (Carson et al. 2001; Hudson and Ozanne 1988). Since interpretivist research knowledge is expected to generate value-laden socially constructed interpretations, they follow more personal and flexible research structures. The research approaches have to be more receptive to meanings in human interaction and capable of making sense of what is perceived as multiple realities.

The researcher has some prior insight about the research topic, however, assumes that this is insufficient in developing a fixed research design, due to complex, multiple and unpredictable nature of what is perceived as reality. The researcher's intent is therefore, to make sense of, or interpret, the meanings others have about the world. Moreover, rather than starting with a theory, the researcher generates or inductively develops a theory or patterns of meaning. Crotty (1998) defines this interpretivist and socially constructed approach as holding assumptions that the researcher seeks to understand the context or setting of the participants by visiting this context and gathering information personally. During the data collection stage, the researcher and respondents are interdependent and mutually interactive with each other and construct a collaborative account of perceived reality. The researcher remains open to new ideas throughout the study and lets it develop with the help of the respondents. Using an emergent approach is also consistent with the interpretivist's belief of the human's ability to adapt, and that no-one can gain prior knowledge of time and context bound social realities (Hudson and Ozanne 1988).

The qualitative social interpretivist researcher sees the social world as subjective reality and uses ideographic methodologies as shown in Table: 4.2.

Table:4.2 The Subjective-Objective Approach to Social Science

Philosophy of Science Assumptions	The Objectivist approach (Quantitative)	The Subjectivist approach (Qualitative)
Ontology	Realism	Nominalism
Epistemology	Positivist	Anti-Positivism
Human Nature	Deterministic	Voluntarism
Methodology	Nomothetic	Ideographic

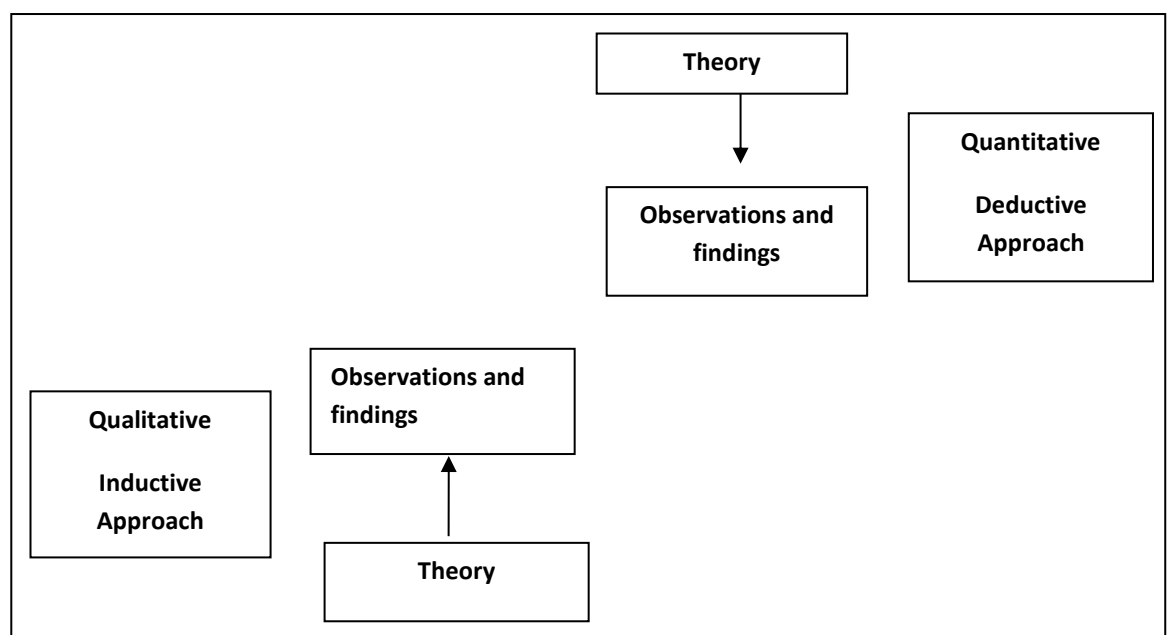
Source: Adapted from Kamoche (2001)

4.2.10 Deductive and Inductive Approaches: Linking Theory and Research

Considering the aspects of reality, the relationship between the researcher and the researched, the role of values, and, the rhetoric of the study, methodological assumptions emerge which focus on how the researcher conceptualises the entire research process. In order to understand this concepts which links theory and research, Figure: 4.1 shows the difference between the inductive and deductive approaches. The significant relationship between theory and research as Bryman (2008:9) states, needs to be understood by examining these approaches. The apparent difference between the approaches is that, the quantitative deductive process starts with a theory and is followed by a hypothesis or sets of hypotheses, followed by the requirements for data collection and findings, of which, is then followed by confirmation or rejection of the hypothesis, and consequently, the revision of the theory. In contrast, the qualitative inductive approach involves the researcher to assume and infer the implications of their findings that introduced and promoted the theory. The findings are then fed back

into the theory and the research findings associated with a certain domain of inquiry. With an inductive stance, theory is the outcome of the research. The process of induction involves drawing generalisable inferences out of observations (Bryman 2008:11). Moreover, for Creswell (1998:77) qualitative research and methodology is inductive as the researcher develops categories from the respondents rather than specifying them in-advance. In a case study, the researcher details the description of the case and the setting or context before mentioning the more abstract themes, thus, initially presenting numerous themes, followed by grouping these themes into broader and more abstract categories.

Figure: 4.1 Deductive and Inductive Approaches to the Relationship Between Theory and Research



Source: Adapted from Bryman (2008:11)

4.3 Research Strategies of Inquiry: An Overview

These are known as approaches to inquiry and research methodologies (Creswell 2007). Strategies of inquiry are selective designs or models that provide specific direction for the procedures in the research design. Table: 4.3 shows an overview of these strategies.

Table: 4.3 An Overview of Strategies of Inquiry

Quantitative	Qualitative	Mixed methods
<ul style="list-style-type: none">• Experimental designs• Non-experimental designs, such as surveys	<ul style="list-style-type: none">• Narrative research• Phenomenology• Ethnography• Grounded Theory Studies• Case Study	<ul style="list-style-type: none">• Sequential• Concurrent• Transformative

Source: Creswell (2007:12)

In choosing a method as Silverman (2005:6) states, everything depends on what intends to be found out. No method of research, quantitative or qualitative is intrinsically better than any other. The quantitative researcher collects facts and studies the relationship of one set of facts to another. They use techniques that are likely to produce quantified and, if possible, generalisable conclusions. The qualitative researcher is more concerned with understanding individuals' perceptions of the world. They seek insight rather than statistical analysis, as they doubt whether social facts exist and, question whether a scientific approach can be used when dealing with human beings.

4.3.1 Qualitative and Quantitative Inquiry

This research adopts a qualitative inquiry and research design; hence, it is vital to discuss the qualitative spectrum and approach. Creswell (2007:4) defines qualitative research as a means of exploring and understanding the meaning individuals or groups ascribe to a social or human problem. The process of research involves emerging questions and procedures, data is typically collected in the participants' natural setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data. The final report has a flexible structure, as those who engage in this form of inquiry support ways of looking at research that honours an inductive style, a focus on individual meaning and the importance of rendering the complexity of a situation. Similarly, Denzin and Lincoln (1994:Creswell 1998:14) state, qualitative research is multi-method in focus, and involves an interpretative, naturalistic approach.

In terms of the connection between theory and research, epistemological and ontological reasoning, Figure: 4.2 shows the differences between these two approaches. Ragin (1987:Creswell 1998:15), identifies quantitative researchers work with a few variables and many cases, whereas qualitative researchers rely on a few cases and many variables as a key difference. Moreover, Bryman (2008:22) argues that quantitative research emphasises quantification in the collection and analysis of data, entails a deductive approach of testing theories, incorporates the practices and norms of the natural scientific model and, embodies a view of social reality as an external, objective reality. On the other hand, qualitative research usually emphasises words rather than quantification in the collection and analysis of data, it is predominantly set on an inductive approach which generates theories, places emphasis on the ways in which individuals interpret their social world, and, embodies a view of social reality as a constantly shifting emergent property of individuals' creation.

Figure: 4.2 Fundamental Differences Between Quantitative and Qualitative Research Inquiry

Description	Quantitative	Qualitative
Principal orientation to the role of theory in relation to research	Deductive; testing theory	Inductive; generation of theory
Epistemological Orientation	Natural science model, in particular positivism	Interpretivism
Ontological Orientation	Objectivism	Constructionism

Source: Adapted from Bryman (2008:22)

This research adopts a holistic, interpretivist and social construction epistemological approach, and analyses the parameters of NGO managers' effectiveness using subjective, inductive qualitative research methodologies and strategies.

4.3.2 Qualitative Research

Qualitative research is a distinctive research strategy which aims to discover 'meaning' and involves interpretation with a critical approach, instead of hypotheses as theory is grounded within the data. Blaikie (2003) states that for

the qualitative researcher, how to theorise and generalise from the given data is paramount rather than to establish if the data proves or disapproves a given theory or hypotheses. Both Bryman (2008:366) and Creswell (2007:173) state that qualitative data is concerned with words rather than numbers, concepts are generated from themes rather than relationships, and holds features such as; an inductive view of the relationship between theory and research, an interpretivist epistemological position stresses on the understanding of the social world through the examination of verbal communication. It further holds a constructionist ontological position which implies that social properties are outcomes of the interactions between individuals, rather than a phenomena, and separate from those involved in its construction (Bryman 2008:367). The qualitative method investigates the 'why', 'what', 'where', 'when' and 'how' questions of decision making, and usually use smaller and focused samples.

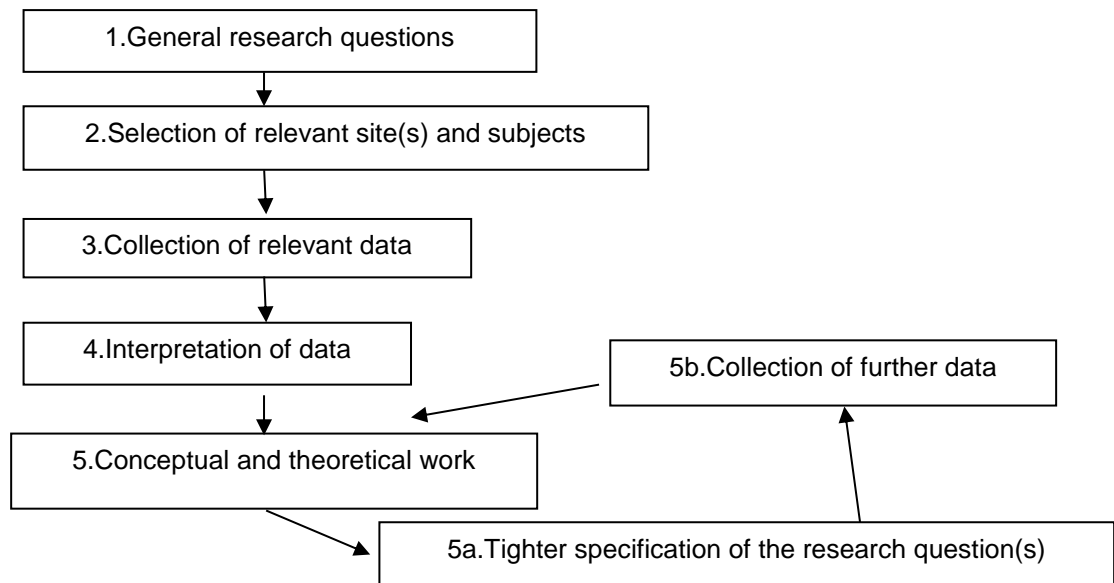
Therefore, in qualitative research the connection between theory and research is more ambiguous, as theory is an outcome of an investigation, rather than something that proceeds it. The qualitative causal relationship between variables is therefore investigated, and a variety of diverse research methods are used, as Bryman (2008:369) further states, as being considerably different from each other which include; ethnography and participant observation, interviews, focus groups, language based approaches and discourse and conversation analysis, and, the analysis of texts and documents. Additionally, qualitative procedures which rely on text and image data, having very unique steps in data analysis and, draw on diverse strategies of inquiry. Despite this, as Creswell (2007:173) indicates, the qualitative method is viewed as complex due to varied methods and a multi-method approach employed by the quantitative researcher.

Moreover, the reasons for conducting qualitative research vary, and the researcher needs to determine whether a strong rationale exists for choosing it. Creswell (1998:17) states eight compelling reasons why the researcher carries out qualitative research, these are:

1. The nature of the research question: in qualitative study, the research question often starts with a 'how' or 'what'
2. The topic needs to be explored: variables cannot be easily identified, theories are not available to explain behaviour of the participants, and theories need to be developed
3. The need to present a detailed view of the topic
4. To study individuals in their natural setting
5. Interest in writing in a literary style: the researcher brings themselves into the study using 'I', or engages in a storytelling form of narration
6. Sufficient time and resources to spend on extensive data collection in the field and detailed data analysis of text information
7. Audiences are receptive
8. Emphasise the researchers' role as an active learner: one who can tell the story from the participants view rather than as an expert who passes judgment on participants

Figure: 4.3 shows the main procedure of qualitative research, and the links between theory and concepts with the research data. Additionally, Table: 4.4 shows the elements of traditional and modern characteristics of qualitative research.

Figure: 4.3 An Outline of the Main Steps in Qualitative Research



Source: Bryman (2008:370)

Table: 4.4 Characteristics of Qualitative Research

No	Characteristics	Description
1	Natural Setting	Collect data in the field itself at the site where participants experience the issue or problem under study, and neither do they send out instruments for individuals to be completed. This up-close information gathered by actually talking directly to people and seeing them behave and act within their context is a major characteristic of qualitative research. In the natural setting, the researcher has face-to-face interaction over time.
2	Researcher as Key Instrument	The researcher collects data themselves through examining documents, observing behaviour, or interviewing participants. They may use a protocol- an instrument for collecting data- but the researcher is the ones who actually gather the information. They do not tend to use or rely on questionnaires or instruments developed by other researchers.
3	Multiple Sources of Data	Researcher typically gathers multiple forms of data such as interviews, observations and documents, rather than relying on a single data source. Then the researcher reviews all the data, makes sense of it, and organises it into categories or themes that cut across all of the data sources.
4	Inductive Data Analysis	Researcher builds patterns, categories and themes from the bottom up, by organising the data into increasingly more abstract units of information. This inductive process illustrates working back and forth between the themes and the database until the researcher has established a comprehensive set of themes. It can also involve collaborating with participants interactively, so that participants have a chance to shape the themes or abstractions that emerge from the process.
5	Participants Meanings	In the entire qualitative research process, the researcher keeps a focus on learning the meaning that the participants hold about the problem or issue, the meaning that the researcher brings to the research or writers express in the literature.
6	Emergent Design	The research process for the qualitative researcher is emergent. This means that the initial plan for research cannot be tightly prescribed, and all phases of the process may change or shift after the researcher enters the

		field and begins to collect data. This can include: questions may change, the forms of data collection may shift, and the individuals studied and the sites visited may be modified. The key idea behind qualitative research is to learn about the problem or issue from the participants and to address the research to obtain that information.
7	Theoretical Lens	Researchers often use lens to view their studies. Sometimes the study may be organised around identifying the social, political or historical context of the problem under study.
8	Interpretive	Qualitative research is a form of interpretive inquiry in which researchers make an interpretation of what they see, hear and understand. Their interpretations cannot be separated from their own backgrounds, history, contexts and prior understandings. After the researchers' report is issued, the readers make an interpretation as well as the participants, offering yet, other interpretations of the study. With the readers, the participants and the researcher all making interpretations, it is apparent how multiple views of the problem can emerge.
9	Holistic Account	Researcher tries to develop a complex Picture of the problem or issue under study. This involves reporting multiple perspectives, identifying the many factors involved in a situation, and, generally sketching the larger Picture that emerges. A visual model of many facets of a process or a central phenomenon aid in establishing this holistic picture.

Source: Adapted from Creswell (1998)

4.3.3 Typical Characteristics of Qualitative Research

There are several qualitative research characteristics, however; as Creswell (2007) further indicates, both traditional and recent approaches such as; advocacy, participatory and self-reflexive perspectives of qualitative inquiry exist, of which, when combined they capture both elements of traditional and modern characteristics, as outlined in Table: 4.4.

4.3.4 Critique of Qualitative Research

Qualitative research is criticised as being extremely subjective, is difficult to replicate, and has problems of generalisation and lack of transparency as explained below (Bryman 2008).

(1) Extremely subjective- According to the quantitative stance, the qualitative findings rely heavily on the researcher's views on what is significant and important, in addition to the close personal relationships created between the researcher and participants. Bryman (2008:391) further states that as qualitative research most often begins in a relatively open-ended way and consists of a narrowing-down of the research questions or problems, there is usually limited ways of identifying reasoning and why a particular area of study was carried out.

(2) Difficult to replicate –Quantitative researchers argues that replicating a qualitative study hold more difficult issues, hence, it is often almost impossible to conduct a true and accurate replication. Elements such as being unstructured and often relying on the qualitative researcher's ingenuity, since there are very few standard procedures to follow, contribute towards this problem. Bryman (2008:391) asserts that the researcher is the main instrument of data collection, hence, what is being observed, heard, and their decisions are very much a product of their own preferences. Consequently, components such as what the ethnographic researcher chooses to focus on and while in the field, it become a product of what is significant. On the other hand, the interview or observed responses of participants is likely to be affected by the characteristics of the researcher. Furthermore, due to the unstructured nature of qualitative data, the interpretations will be profoundly influenced by the subjective understanding and

learning of the researcher. Therefore, due to these factors, it is thus, difficult to replicate qualitative findings.

(3) Problems of generalisation –the scope of qualitative investigative findings is restricted. For instance, when participant observation is used or unstructured interviews are conducted with a relatively small number of participants from an organisation, it is often argued that, it is impossible to know how the findings can be generalised to other settings. Hence, the question arises of how can a few cases be representative of all cases. Consequently, the findings of qualitative research is more concerned with generalising a theory rather than to a population. For Mitchell (1987:Bryman 2008:392) qualitative research focuses on theoretical reasoning rather than statistical criteria, hence, being decisive in the generalisability of the findings. Therefore, it is the quality of the theoretical inferences that are made out of qualitative data that is crucial to the assessment of generalisation. On the other hand, in particular with case study research, Williams (2000:Bryman 2008:392) argues that the qualitative researcher is able and is in a position to produce *moderatum generalisations*. This consists of aspects of the focus of enquiry can be seen to be instances of a broader set of recognisable features. Additionally, not only can the qualitative researcher make such generalisations, in fact, they often do make them. Hence, is usual for the researcher when generating findings to make comparisons with findings relating to other researchers who have carried out similar research and findings. Bryman (2008:392) states that moderatum generalisations are limited and more tentative compared to that of statistical generalisations.

(4) Lack of transparency -sometimes it is difficult to identify and establish what the qualitative researcher actually *did* and *how* they arrived at the conclusions. The deficiency and lack in providing precise detailed and relevant information and the process of qualitative data analysis often and frequently is unclear (Bryman and Burgess 1994:Bryman 2008:392). Moreover, details of how the analysis was conducted and how the conclusions are drawn are often neglected, thus, what the researchers involvement and what they were actually doing at the time of data analysis is obscured.

4.3.5 Qualitative Research: Methods of Inquiry

Using qualitative research and its methods of inquiry is not a new approach to study social sciences. Moreover, comprehensive debate on the principal qualitative research methods and a rationale for adopting it in management research has been widely discussed (Hurley 1999). Maanen (1983) describes qualitative methods as an array of interpretive techniques, which seek to describe, decode, translate and otherwise come to terms with the meaning and not the frequency, of naturally occurring phenomena in the social world. Similarly, Chinsall (1986: Analoui 1999) defines the essence of qualitative research as diagnostic attempts to discover what may account for certain types of behaviour, seeking a deeper understanding of factors, sometimes covert, which influence the decisions. Qualitative methods arguable offer powerful and versatile techniques to examine the complexities of complicated sets of relationships in business and management studies (Analoui 2000).Creswell (2007:176) states that there are specific strategies of enquiry which focus on data collection, analysis and writing, of which, originate out of disciplines and flow throughout the process of research. Of these, the 28 approaches identified by Tesch (1990) and the 19 types in Wolcott 's (2001) tree are evident, however, the 5 approaches to qualitative inquiry by Creswell (2007:176), are strongly recommended and popular in social science. These include; (1) Biography and narrative which studies individuals life, (2) Phenomenology studies individuals, (3) Ethnography encourages the learning of broad culture-sharing behaviour of individuals or groups, (4) Case study explore processes, activities and events and (5) Grounded theory explore processes, activities and events. These are shown in Table: 4.5, and present the dimensions for comparing these five traditions.

Additionally, the following factors need to be considered when considering the strategy and choice of inquiry:

- The audience question: what tradition is frequently used by the gatekeepers in the field (e.g. committee members, advisers etc.)
- The background question: what training does the researcher have in the inquiry approach?

- The scholarly literature question: what is needed most as contributing to the scholarly literature in the field? (e.g. a study of an individual, an exploration of the meaning of a concept, a theory, a portrait of a culture-sharing group, an in-depth case study)
- The personal approach questions: is the researcher more comfortable with a more structured approach to research or with a storytelling approach? Is the researcher more comfortable with a firmer, more well-defined approach to research or with a flexible approach?

Source: Creswell (1998:40)

It is clear that the ontological assumption of qualitative research holds multiple social realities, which are subjective and socially constructed. Considering this, knowledge is therefore, significant only if it reflects what people are thinking and feeling. Additionally, the researcher needs to focus on behavioural aspects such as; the varied and multiple ways people both individually and collectively communicate with each other, both in terms of verbal and non-verbal communications. The researcher is looking to attempt to understand and explain why people have different experiences, rather than looking for the external causes and fundamental laws to explain their behaviour.

This research adopts an interpretivist, collective in-depth case-study strategy of inquiry where it aims to explore process, activities and events that are associated with the parameters of effectiveness among NGO managers in the developing country India. It is interested in understanding subjective experiences, of which, the interpretivist approach focuses to analyse and explore the description, interpretation and explanation of a phenomena, rather than an estimation of its prevalence (Lee 1999; Buchanan and Bryman 2011:465). Hence, case study design clearly offers a powerful and useful approach to researching third sector development NGOs in India.

Table: 4.5 Comparing Five Research Traditions in Qualitative Research

Dimension	Biography	Phenomenology	Grounded Theory	Ethnography	Case Study
Focus	Exploring the life of an individual	Understanding the essence of experiences about a phenomenon	Developing a theory grounded in data from the field	Describing and interpreting a cultural and social group	Develop an in-depth analysis of a single / multiple cases
Discipline Origin	Anthropology Literature History Psychology Sociology	Philosophy, sociology, psychology	Sociology	Cultural anthropology Sociology	Political science Sociology Evaluation Urban studies Social Sciences
Data Collection	Primarily interviews and documents	Long interviews with upto 10 people	Interviews with 20-30 individuals to 'saturate' categories and detail a theory	Primarily interviews and observation with additional artefacts	Multiple sources- documents, archival records, interviews, observations, physical artefacts
Data Analysis	Stories Epiphanies Historical content	Statements Meanings Meaning themes General description of the experience	Open coding Axial coding Selective coding conditional matrix	Description Analysis Interpretation	Description Themes Assertions
Narrative Form	Detailed Picture of an individual's life	Description of the 'essence' of experience	Theory or theoretical model	Description of cultural behaviour-group.	In-depth study of a 'case' or 'cases'

Source: Creswell (1998:65)

4.3.6 Qualitative Standards of Quality and Verification

In the case of qualitative research the relevance of issues concerning validity, reliability and generalisability differ to that of quantitative research. Bryman (2008:376) and Creswell (1998:195) both argue that the criteria and meanings associated with these terms need to be altered, as in qualitative research the issues of measuring validity carries the connotation of measurement, of which, is not a major preoccupation in the qualitative stance. For Mason (1996:21), adapting reliability, validity and generalisability for qualitative research include different kinds of measurements of quality, rigour and wider potential of research, of which, are achieved according to the methodological methods being adopted. Consequently, LeCompte and Goetz (1982) refer to reliability and validity with different terms which include:

- (1) **External reliability** – the degree to which the study can be replicated
- (2) **Internal reliability** – when there is more than one observer, members of the research team agree about what they see and hear
- (3) **Internal validity** – if there is a good match between the researcher's observations and the theoretical ideas they develop.
- (4) **External validity** – findings can be generalised across social settings.

Lincoln and Guba (1985:Creswell 1998) on the other hand, suggest that qualitative studies should be evaluated differently to that of the quantitative research. Table: 4.6 outlines two primary and specific terms of (1) **trustworthiness** and (2) **authenticity**, and ways of establishing and assessing the quality of qualitative research.

Table: 4.6 Trustworthiness and Authenticity Criteria

Trustworthiness	Authenticity
Credibility – parallel to internal validity Transferability - parallel to external validity Dependability - parallel to reliability Confirmability - parallel to objectivity	Fairness - does the research fairly represent different viewpoints among members of the social setting? Ontological Authenticity - help members to arrive at a better understanding of their social milieu? Educative Authenticity - to appreciate better the perspectives of other members of their social setting? Catalytic Authenticity - has the research acted as an impetus to members to engage in action to change their circumstances? Tactical Authenticity - empowered members to take the steps necessary for engaging in action?

Source: Bryman (2008:376)

4.3.7 Methods for Quality and Verification

In the sphere of trustworthiness, qualitative credibility means that the researcher checks for the accuracy of the findings by employing appropriate procedures, and qualitative reliability, of which, indicates that the research adopted is consistent across different researchers and different projects (Gibbs 2007:Creswell 2007:190).

4.3.8 Credibility

This is a strength of qualitative research, and is thus, based on determining whether the findings are accurate from the standpoint of the researcher, the participant, and or, the readers of the account or report. Trustworthiness, authenticity and credibility as Creswell (2007:191) states, are among a few terms associated and widely discussed within the debate associated with qualitative validity. Moreover, in order to check the validity of the research findings, multiple strategies need to be employed which will enhance the researchers' ability to assess the accuracy, as well as, convince the readers of that accuracy. These are shown in Table: 4.7.

Table: 4.7 Multiple Strategies for Accuracy and Credibility

No	Strategies	Description
1	Triangulate	Different data sources of information by examining evidence from the sources and using it to build a coherent justification for themes. If themes are established based on converging several sources of data or perspectives from the participants, then this process can be claimed as adding to the validity of the study.
2	Use Member Checking	To determine the accuracy of the qualitative findings through taking the final report or specific descriptions or themes back to participants and determining whether they feel that they are accurate. This procedure can involve conducting a follow-up interview with the participants which will include the opportunity for them to comment on the findings.
3	Clarify Bias the Researcher Brings to the Study	This self-reflection creates an open and honest narrative that will resonate well with the readers. Reflectivity has been mentioned as a core characteristic of qualitative research, hence, it contains comments by the researcher on how their interpretation of the findings is shaped by their back-grounds, such as; their gender, culture, history and origins.
4	Spend Prolonged Time in the Field	This way, the researcher develops an in-depth understanding of the phenomenon under study and can convey details about the site and people that lends credibility to the narrative account. The more experience that a researcher has with the participants in their actual setting, they build trust, and the more accurate or valid are the findings.

Source: Creswell (2007:191-192)

4.3.9 Transferability

Qualitative research entails the intensive study of small groups, or individuals sharing certain characteristics, thus, the findings tend to be orientated to the uniqueness and significance in relation to the social setting. For Geertz (1973) and Lincoln and Guba (1985:Creswell 1998), using rich description is recommended, which draws out the realistic elements to convey the findings. Moreover, these descriptions may transport readers to the setting and give the discussion an element of shared experiences. Providing such details, the results become more realistic and richer, hence, adding to the validity of the findings.

4.3.10 Dependability

Referred to as the auditing approach, both Creswell (1998) and Yin (2003) states that in addition to the high quality of data requirements, it is of paramount importance that the qualitative researcher needs to document the procedures of their case studies and, record as many steps of the procedure as possible to ensure that the methods are reliable and the conclusions are valid. Bryman (2008:378) further indicates that record keeping is vital throughout the research process which can identify the problems, record the selection of research participants, fieldwork notes, interview transcripts, data analysis decisions, and so forth. Following this, peers would then act as auditors to establish how far proper procedures are being followed.

Both Creswell (2007) and Bryman (2008:378), outline qualitative procedures such as:

- Check transcripts to make sure that they do not contain obvious mistakes made during transcription
- Make sure that there is not a drift in the definition of codes, a shift in the meanings of the codes during the process of coding. This can be accomplished by constantly comparing data with the codes and by writing memos about the codes and their definitions in the codebook.
- Cross-check codes/intercoder agreement, where the individual researcher finds another reliable person who can cross-check the codes.

- Statistical procedures or reliable qualitative computer software packages can be used to determine the level of consistency of coding.

Source: Creswell (2007:190)

4.3.11 Generalisability

In qualitative research, the concept of generalisability is used in a limited way, as this kind of inquiry is not to generalise findings, but in fact, the value of qualitative research lies in the particular descriptions of the themes developed. Hence, *particularity* is more associated with qualitative research than that of *generalisability*, and in some cases, as Yin (2003) states, qualitative case study results can in fact, be generalised to some broader theory. This occurs when the qualitative researcher studies additional cases and hence, generalises the findings to the new cases. However, to repeat a case study's findings in a new case setting requires good documentation of qualitative procedures such as a protocol for documenting the problem in detail and the development of a thorough case study database too (Creswell 2007:192-193).

4.3.12 Conformability

As complete objectivity is impossible in social research, confirmability ensures that the researcher has acted in good faith, hence, it should be apparent that they have not overtly allowed personal values to influence the research or its findings. In examining these methods and procedures, Creswell (1998:203-213) suggests that researchers conducting qualitative case study inquiry should use at least two approaches such as; the use of rich description and member checking, of which, are most popular and can be cost effective.

4.3.13 Qualitative Instruments

Silverman (2005:55), Creswell (1998:120) and Bryman (2008:400) state five relevant types of qualitative data, these are:

1. **Interviews and focus groups:** The researcher works with written transcripts derived from pre-recorded conversations with respondents and groups
2. **Observation:** researcher records and analyses written field notes
3. **Visual audio and video:** (audio) naturally occurring interactions are usually transcribed prior to analysis, (video) the researcher has access to various forms of verbal and body languages, of which, can cause complicated analysis
4. **Texts:** textual data and analysis is derived by exploring various data such as newspapers, reports and textbooks to establish the most suitable data set.
5. **Documents:** this includes the analysis of official, public and private documents such as government reports, journals and diaries.

For the purpose of this research, the semi-structured individual interview with NGO managers and, focus group interview instrument tools for non-managerial staff members to collect the data are adopted of which, are further discussed in detail.

4.3.14 Qualitative Interview

Primarily, one of the ways of approaching and gathering data is through the effective interview method. Buchanan and Bryman (2011) states that adaptability is one of the major advantages of interviews, and one that can yield rich data. Ideally, the interviewer can follow up ideas, probe responses and investigate motives and feelings. Additionally, the way in which a response is made, the tone of voice, facial expression and hesitation, to name a few, can also provide information that a written response would conceal, thus, an interview can be developed and clarified. Robson (1997) describes it as; a two-person conversation initiated by the interviewer for the specific purpose of obtaining research relevant information, of which, focuses on content specified by the research objectives of systematic description, prediction or explanation. Furthermore, they state that its distinctiveness in technique can serve as three purposes; (1) it may be used as the principal means of gathering information,

having a direct bearing on the research objectives, (2) it may be used to test hypotheses or as an explanatory device to help identify variables and relationships, and, (3) it may be used in conjunction with other methods. Hence, such a combination of methods provides a powerful approach to the collection of relevant quality data.

The enquiry of opinion and attitude questions presented in the open-ended format, gives the interviewer the opportunity to make sure that the respondent understands the questions. Consequently, in management research, interviews are increasingly being used where in-depth information about people, attitudes and values can be drawn, of which, allows the researcher to gain an impression of the respondent, is able to explore issues in much greater depth and additionally, clarify concepts and definitions. According to Judd et al. (1991) this allows the interviewer to encourage the potential respondent to interpret complex questions, to correct the respondents misunderstandings and to keep track of the interviewees' attention. It is envisaged that the interview is an ideal and powerful instrument for collecting primary data, thus, for collecting qualitative data in management and development research, the in-depth instrument is a highly considerable instrument.

4.3.15 Types of Interviews

There are four recommended types of interviews as Bryman (2008:440) states, are selected based on the research objectives. The researcher uses the most appropriate style of interview as shown in Table: 4.8.

Table: 4.8 Styles of Interview

No	Style of Interview	Description
1	Structured Interview	In this standardised interview the wording of questions and the order in which they are asked is the same from one interview to another. Both Gilbert (1993) and Bell (2000:137) strongly assert that the interviewers schedule consists of a piece of paper which is strictly followed in a formal process. This format, the predetermined numbers of areas of inquiries provides the structure to the interviews.
2	Semi-Structured Interview	The interviewer asks certain, major questions the same way each time, however, is free to alter their sequence and to probe for more information. Thus, able to adapt the instrument to the level of comprehension and articulacy of the respondent, and to handle the fact that in responding to a question, people most often also provide answers to questions that are going to be asked later.
3	Unstructured/Informal Interview	This is an open-ended approach, based on a list of topics which the interviewer wants the respondent to discuss. The questions are flexible and phrased as the interviewer intends. Context in this type of interview is very important; it is the most informal form of data collection and is often rich in context, which is why it is associated with a qualitative approach (Robson 1997). Consequently, as Analoui (1999) asserts, this unstructured nature of the process often implies the lack of control over the process of gathering relevant data. For Bell (2000:138) the skilled and expert interviewer requires a great deal of control and time for analysis.
4	Focus/Collective Group Interview	This type of interview holds special value for the researcher who intend to assess how several people understand a common view or a range of views concerning a topic (Gilbert 1993). The topic should be directed, and it is upto the interviewer to maintain the focus so that the discussion does not deviate from the main topic. The overall aim of this approach is so that the researcher creates interaction in the group (Robson 1997; Nachmias and Nachmias 1996). Furthermore, it allows the researcher to see how people interact when considering a topic for discussion, and how they react to disagreement.

Source: Adapted from Bryman (2008:440)

4.3.16 Types and Kinds of Questions

The interviews in this research ask about various elements associated to their managerial roles and duties at work which include; the NGO managers' values, beliefs, behaviour, formal and informal roles, co-worker relationships and emotions.

Qualitative interviews vary as Charmaz (2002:Bryman 2008:445) states three kinds of questions; (1) initial open-ended, (2) intermediate and (3) ending questions, of which, consequently, in the interview guide majority of the questions will consist of the intermediate type, as well as a tendency for overlap between these three types of questions will occur. Moreover, Bryman (2008:445) indicates nine different kinds of questions which can be collaborated and used in interviews, which are:

1. **Introducing:** Simple and straight forward questions which help to introduce the topic
2. **Follow-up:** Getting the interviewee to elaborate their answer such as 'what do you mean by that?'. Repeating significant words in an answer contributes to further explanations.
3. **Probing:** Following up what has been said through direct questioning such as; 'could you say some more about that? Or 'you said earlier that you prefer not to X. Could you say what kind of things have put you off X?'
4. **Specific:** 'What did you do then?' 'how did X react?' 'what effect did X have on you?'
5. **Direct:** These questions are best left towards the end of the interview, in order not to influence the direction of the interview
6. **Indirect:** 'What do most people around here think of the ways that management treats its staff?' then followed up by, 'is that the way you feel too?'. This helps to get the view of the individuals' own view points
7. **Structuring:** 'I would now like to move onto a different topic'
8. **Silent:** Allow pauses to signal that you want to give the interviewee the opportunity to reflect and amplify an answer
9. **Interpreting:** 'Do you mean that your leadership role has had to change from one of encouraging others to a more directive one?'

4.3.17 Advantage of Interviews

The main advantage of interview lies in adaptability and the quality of the data obtained, and, is the best instruments to use when a small number of high quality and detailed responses are to be considered. According to Nachmias and Nachmias (1996), flexibility in the question process to probe for quality information, control of the interview situation, high response rate, and, supplementary information are the main advantages of the interview instrument. Individual interviews have a better chance of acceptance returns, with a low respondents-refusal rate, moreover, the sample is less distorted and a much wider range of questions can be covered (Creswell 1998; Bryman 2008).

When considering the individual and personal interview, the researcher has the opportunity to establish a connection with the respondent to learn more about the values, beliefs, thoughts and interests that underline their reactions to others and events. Robson (1997) states that the face-to-face interview offers the possibility to modify the line of inquiry, follow up interesting responses and investigate underlying motives in a way that other instruments such as quantitative questionnaire instrument cannot obtain. Moreover, for Bryman (2008:437), the qualitative interview is encouraged and holds greater interest for the interviewers' point of view as it provides an insight into the respondents' views and is further regarded as relevant and important.

4.3.18 Disadvantages of Interviews

For both Judd et al. (1991) and Robson (1997), a number of disadvantages of the interview tool and instruments for data collection include:

- (1) Higher cost, interview bias, and the lack of anonymity are the main disadvantages of this instrument.
- (2) Interviewing is time consuming and it limits the number of possible interviews.
- (3) In some fields it appears to be increasingly difficult to obtain co-operation from potential interviewees.
- (4) It is a highly subjective technique and therefore, there is always the danger of bias.

- (5) It is commonly agreed that interviewing is time consuming and costly, nevertheless, the process usually produces a good response rate
- (6) Although the interview allows more flexibility, at the same time such flexibility can lead to bias in the way questions are asked, prompts given and answers recorded.
- (7) Comparatively, interview is an unusual method as it involves the gathering of data through direct verbal interaction between individuals. As all tools of research have their own strengths and weaknesses, in this sense, interviews differ widely from the quantitative approach.

4.3.19 Focus Group Interviews

Focus group interviews originated from the concept of market research and is undertaken in qualitative research. They are generally made up of a selection of individuals who collectively respond to the researchers' questions, and as Bryman (2008:473) states, they are comprised of a cross-section of a population. In the case of this current research, these participants are the non-managerial staff members from the NGOs in India.

4.3.20 Uses of Focus Group Interviews

Focus group interviews are explicitly concerned with, as Bryman (2008:473) states, to reveal multiple participants opinions, thoughts and feelings in relation to the subject matter, of which, the researcher aims to do this in an un-intrusive and unstructured setting for the extraction of their views and perceptions. Consequently, the opportunity for respondents to probe each other's reasoning and views, allows the researcher to develop an understanding of 'why' individuals feel the way they do. This means that focus group interviews with the non-managerial staff members can elicit a wide variety, multiple opinions and develop an understanding of how they collectively make sense and construct meanings in relation to the concept of their NGO managers' effectiveness.

4.3.21 Advantages of Focus Group Interviews

Once the researcher is confident that the instruments being employed for data collection will explore and derive a wealth of multiple opinions, and as Bryman (2008:474) states, the focus group interview carries advantages such as:

- (1) Low cost way of getting a range of multiple perspectives from participants
- (2) As long as the results are treated as material for thought, reflection and further investigation, they are termed as very useful and relatively inexpensive.
- (3) They complement other instruments, but do not remove the need for pilot testing
- (4) They are used to validate research reports

4.3.22 Disadvantages of Focus Group Interviews

Bryman (2008:474) indicates some of the challenges this instrument can have, these are:

1. The results will not prove anything or hold any validity if participants are paid for their views
2. If focus group interview is the only form of data collection, and participant numbers are small, then generalisability is low
3. Group Dynamics can cause problems where dominant individuals may obliterate alternative points of view
4. Perceived status differences may lead to some participants to dissemble and conceal views
5. Large group numbers can be difficult to manage
6. Transcribing the data holds more difficulty than that of individual interviews, hence, extra time is needed to transcribe data.

4.3. 23 Conducting Focus Group Interviews

Similar to the traditional individual interview, there are a number of practical aspects to consider in relation to conducting qualitative focus group interviews. For Bryman (2008:476), recording and transcribing the data is best suited for this method as:

- There are difficulties in writing down exactly what each and every respondents says

- The researcher is interested in the expression of views from participants, and whether they are from certain individuals or opinion leaders who dominate the discussion
- It enables the study of the processes involved in constructing collective meanings, of which, is impossible to record through note-taking.

4.3.24 Participant Selection

It is contended that generally, there is hardly any restrictions on who can or cannot participate in focus group interviews, however, it is usually more common for anyone whom the topic is relevant can logically participate in the focus group. In the case of this research, the participants are identified as the non-managerial staff members from among the NGOs in India, since it is their collectively constructed meanings and perceptions of the phenomena under investigation which is relevant to this research.

4.3.25 How Many Focus Groups and Their Size

For Bryman (2008:477), it is unlikely that only one group will be enough and fulfil the needs of the researcher and the study, since there is always the possibility that the responses are particular to that group only. Additionally, time and resources contribute towards this, and although the higher number of groups can increase the complexity of the analysis, it can also be a waste of time as Calder (1977:76) states that 'when the moderator reaches the point that they are able to anticipate fairly accurately what the next group is going to say, then there are probably enough groups already'. Therefore, once the major analytical categories have been saturated, and the point of theoretical saturation has been achieved, then there is no point in continuing, hence, it is appropriate to bring data collection to an end. Consequently, as focus groups take a long time to arrange, record accurately and transcribe, for the researcher it is usually advised to adopt smaller number of groups. Generally, in the case of small researcher projects as Bryman (2008) indicates, that the typical group size varies between six to ten members. Such numbers are suitable especially when the participants are closely linked to the research topic and thus, have a lot to debate on. In

consideration of this research, it has been decided to carry out two individual focus groups both comprising of eight participants each, from two different NGOs.

4.3.26 The Researchers' Involvement

Bryman (2008:481) suggests that the level of the researcher involvement in the focus group interview needs to contend with two vital elements. One is to allow the discussion to flow freely and, two, to intervene to bring relevant issues to the forefront only when the respondents do not. Despite that these are challenges the researcher needs to balance and manage effectively, it is best to create a balance which is appropriate to the situation. Warr (2005:Bryman 2008:487) argues that focusing on areas of argument and disagreement in focus group interviews can be a useful starting point for the interpretation and analysis of the qualitative data that derive from them.

4.3.27 Questions, Format and Process

From one perspective, some researchers follow the path of using only one or two general questions to stimulate the discussion, and intervene where necessary. Alternatively, researchers prefer to use a more structured approach, very much similar to that of the structured or semi-structured interview. Bryman (2008:484) states, there is probably no single best approach, and the style of questioning and moderating this dependent upon factors associated to the nature of the research itself. Consequently, the researcher should generally allow for discussion to occur that departs from the interview guide, which ultimately focuses on the initial research question and objectives.

4.3.28 Issues Concerning Bias

There is always the probability of bias occurring into interviews, as Yin (2003) indicates, that human beings and their manner may have an effect on the respondents. However, in the case of an individual interviewer conducting all the interviews, the bias may be consistent and therefore, go unnoticed. Consequently, many factors can influence responses such as; eagerness of the respondent to please the interviewer or the tendency of the interviewer to seek out the answers that support their preconceived notions are among a few factors that may contribute to bias of data to be obtained. Hence, as Nachmias and

Nachmias (1996) state, acknowledging the fact that bias is possible, coupled with self-control, can contribute towards addressing the issues of combatting bias, and aim for complete clear objectivity.

4.4 Section Two

4.4.1 Research Design and Methodology Adopted For This Research

The logic that links the data to be collected and the conclusions to be drawn to the initial research question, is very much often referred to as the research design, as both Yin (2003) and Robson (1997) state is the action plan which constitutes of initial sets of questions that require answering in addition to a set of conclusions.

In the case of this present research, it is felt that there is an overwhelming vital need to explore and validate the parameters of managerial effectiveness and influencing factors among NGO managers in India, which initiated this investigation. Moreover, there is also a need to understand the perceptions and meanings attached to these parameters and contextual factors by the managerial staff.

Table:4.9 show the outline of this qualitative study which focuses on the managerial staff among NGOs in Maharashtra and Goa States, India. It attempts to answer the 'how' and 'why' questions, of which according to Robson (1997) and Creswell (1998), is ideally answered with the case study approach. Moreover, as Yin (2003) and, Gummesson (2000:Buchanan and Bryman 2011) state, case studies are interpretivist, qualitative research designs which can answer the 'how' and 'why' questions. Hence, they provide depth and have less intrusive attributes, therefore, they are potentially more acceptable as they tend to reduce potential disruption to the organisations.

The purpose of this inductive inquiry and collective case study investigation, is to explore the factors and elements associated with managerial effectiveness, guided by the eight parameters of effectiveness model (1999, 2002) for NGO managers in the developing country India.

Table: 4.9 Framework For This Qualitative Research Design

Research Design	Philosophical Worldview	Strategy of Inquiry	Research Method(s)
Qualitative	Interpretivist / Social construction Inductive	Collective Case Study	Secondary Data Interviews Focus group

Source: Adapted from Bryman (2008)

This approach is able to elicit multiple perspectives, therefore, the flexibility of potential methods of data collection is a much valued attribute, with semi-structured individual interviews, focus group interviews and secondary data deemed appropriate for this research, enables the researcher to develop both depth and breadth of the data. This also enables the research to focus and revisit the research question, and the number of respondents, their role and positions become transparent and logically justified.

In this case study approach, as Fitzgerald and Dopson (2010: Buchanan and Bryman 2010) state, the researchers' task does not seek to become part of the research site, in fact; the researcher remained a part of it in a neutral stance. Planning and pre-organising is paramount, hence, the researcher worked with a planned and agreed protocol, and data collection included the collection of factual data on the cases, in addition to semi-structured individual and focus-group interviews.

4.4.2 Personal Experiences

This study is motivated by the quest to contribute to the debates on managerial effectiveness, particularly in relation to NGO managers' effectiveness among NGOs in the developing country of India. Initially, the researchers' interest in India derives from being native to the country and Maharashtra state. Additionally, the researcher has lived sporadically in native villages especially in the landmark village of Kasba within the Sangameshwar Taluka, and in the rich agricultural lands famous for its world renowned alphonso mangos within the developing port city of Ratnagiri, and, in urban cities such as Mumbai which are both located within the Konkan division of Maharashtra State and are located on

the coast of the Arabian sea. These factors have partly contributed towards the Researcher's interest in the developing issues and concerns related to the State and country itself. Secondly, the researcher's work experience as a Project Manager and Supervisor to a team of researchers within the private sector in the UK has developed her professional, people and personal skills, and further enhanced the understanding of how to successfully manage and enhance the capacity and development of staff under her supervision and leadership. Thirdly, at Masters level study, the researchers' dissertation focused on an investigation into the impacts of HIV/AIDS on livelihoods in India, of which, this current research can be termed as an extension, which currently explores the eight parameters and three contextual factors of effectiveness among NGO managerial staff in India. Additionally, the researcher has held a Post-Graduate Associate post under the Supervision of Prof. Analoui at The University of Bradford, which included an extensive search on developmental issues in India, specifically within the voluntary sector which focused on various behavioural issues among high-risk groups (HRG), and organisational development in India. This enabled the researcher to establish an extensive network of contacts across the government and third sector NGOs in India, which included; The Ministry of Health and Family Welfare; Government of India, the National AIDS Control Organisation (NACO), and various NGOs from the Maharashtra and Goa States and beyond.

4.4.3 The Audience

Under the Supervision of Prof. Analoui since 2010, who has supported the continuation of this research work in the area of human resource development (HRD) and management among the voluntary sector in India. It is further envisaged that this research will continue to develop further, bringing both managerial development, behavioural aspects and elements associated with NGOs in India onto the national & international platforms through prospective audiences, of which a final report will be resented and given to:

- (1) The Ministry of Health and Family Welfare, Government of India and the National AIDS Control Organisation (NACO)

- (2) Maharashtra State Aids Control Organisation (MSACO) and Goa States Aids Control Organisation (GSACO) and the District Aids Control Organisation (DAPCU)
- (3) All the participating NGOs: Jeevan Jyothi Presentation Society (Goa), Dishantar Sanstha (Chiplun), Indian Institute of Youth Welfare in Nagpur (IIYW) and MAGMO Welfare Sanstha (Nashik)

4.4.4 Strategy Of Inquiry: Qualitative Collective Case Study

Due to the unique and complex nature of the NGOs in India, collective case study has been determined most appropriate and suitable for this research, as there is a need to understand the meanings and perceptions attached to the parameters of the managerial effectiveness of the NGO managers which has initiated this exploratory investigation. For the purpose of this research, the sources of information includes semi-structured interviews with NGO managers, focus group interviews with non-managerial staff members and secondary data through the production of official documentations and reports. Thus, as Creswell (1998) states, in case studies the researcher explores a single entity or phenomena 'the case' bounded by time activity and collects detailed information through the use of a variety of data collection procedures during a sustained time period.

4.4.5 Advantage of Case Study

One clear advantage of qualitative research is that it provides insights and an understanding of the problem setting, and, it explores processes, activities and events (Creswell 2011). Root (1996) suggests that case studies have a distinctive place in evaluation research, and Yin (2003) further explains that it is challenging for the survey or experimental strategies to explain the causal links in real-life interventions. Additional benefits of the case study approach are shown in Table: 4.10.

Table: 4.10 Advantages and Benefits of Case-Study Inquiry

No	Advantage	Description
1	Evaluation Study	Case studies have the ability to illustrate certain topics within an evaluation within the descriptive mode. Additionally, the case study strategy is adopted to explore those situations in which the intervention being evaluated has no clear, single set of outcomes
2	Rich Description	It provides a better explanation of the phenomena studied which would otherwise be lost in experimental and other quantitative designs This is particularly useful when conducting research evaluation to identify problems of implementation or to suggest ways and approaches to design effective practices.
3	Holistic	Allows an investigation to retain the holistic and meaningful characteristics of real-life events
4	In-Depth understanding	A well designed case study can be an important tool for the researcher who wants an in-depth understanding of the relationships. Furthermore, neither set of findings is thus, likely to emerge from large-scale comparison group or survey studies
5	Explanation	Case studies are useful in explaining 'how' or 'what' is going on in a local context
6	Scientific Development	Scientifically developed case studies are usually guided by either a theory or theories, and a clear conceptual framework. The selection of sites based on data describing the character of the site is highly probable to produce added knowledge which is very much worth the investment.
7	Develop and Analyse Data	Have the ability to develop and analyse multiple sources of data that ranges from observation, document and record review, examination of artefacts through to interviews.
8	Validity of Findings	Provides enough detail to allow the reader to judge the validity of findings

Source: Adapted from Creswell (2011)

Overall, case studies have been favourably assigned to be appropriate for the researcher with limited resources, budget and time. This study, can therefore, be termed as an illuminative and exploratory case study. Moreover, it does not aim to generalise, in fact, it rather aims for appropriateness, reliability, logic inference and analytical generalisation (Yin 2003). Case studies have been found to be

effective in these senses, and it is therefore, termed appropriate which leads towards the achievement of the purpose of this study.

4.4.6 Suitability of Collective Case Study For This Research

This study investigates the perceptions and views of managers' effectiveness among NGO within Maharashtra and Goa States in India. In consideration of this, the suitability of the case study strategy and approach for this research is therefore summarised as follows:

1. **Positive or adverse influence** - as Silverman (2005) indicates, in order to understand and make sense of the process by which the effectiveness of managerial staff is positively or adversely influenced, a detailed analysis is required of the complex information-seeking context, in addition to; the social processes of the studied organisations and, the interactions of the managerial staff involved among the NGOs in India.
2. **Diversity of the stakeholders** – this includes the information needs and the nature of the information required. According to the exploratory framework adopted for this research, a range of information sources include; personal, organisational and external context are required in order to make sense of the behaviours involved (Analoui 1999, 2002; Analoui et al. 2010).
3. **Examine continuous process** – the case study approach enables the opportunity to examine a continuous process context, through evaluation, and draws on the significance of various interconnected levels of analysis.
4. **Researcher and responsibilities** – It is within the capacity of the individual researcher with limited resources to undertake such an approach, of which, the researcher has undertaken all the responsibilities for the design and implementation of the study.

4.4.7 Philosophical Worldview

This qualitative research consists of an exploratory analysis in relation to understanding the perceptions and effectiveness of varied level NGO managers in India. Adopting a holistic, interpretivist approach, to explore the socially constructed meanings of how these managers make sense of, and structure their

experiences, developing a complex view of the parameters of managerial effectiveness. Hence, it is an attempt to understand multiple realities by focusing on their own perceptions, views and experiences, and how they make sense of their own overall managerial effectiveness at work.

4.4.8 Research Methods

A series of individual semi-structured interviews with 16 NGO managers, and 2 focus group interviews with a total of 16 non-managerial staff members was carried out.

4.4.9 Sampling: Technique, Selection and Size

This section presents a detailed outline and explanation of the sampling principles and selection of participants, in relation to conducting the qualitative interviews by the researcher. Cooper and Schindler (2003) state that the basic idea and nature of sampling is that, by selecting some of the elements of a population, conclusions can be drawn about the entire population. In qualitative research, interviewing is regarded as one of the most widely used methods, however, the lack of transparency associated with the sampling techniques is particularly apparent. For Bryman (2008:375) it is impossible to discern from the researchers' accounts of their methods of either 'how' and 'how many' interviewees are selected. Furthermore, for the researcher it is clear that the sample is either 'convenient' - where restrictions are in place such as the organisation select the interviewees themselves rather than the researcher, or 'opportunistic' – where the researcher has the freedom to make the selections. Bryman (2008:375) further states that the qualitative researcher conducting interviews typically engages in either:

- **Purposive sampling;** it primarily concerns the selection of units, such as; respondents, organisations, departments and documents, which are in direct relation to the research question. Additionally, when purposive sampling is used, it is often used at more than one level or stage. Furthermore, this strategic sampling approach attempts to establish good correspondence between the research question and sampling, hence, the researcher samples on the basis of selecting relevant respondents in

relation to the research question. The two approaches to purposive sampling include:

- **(1) Snowball sampling** – this is used to contact groups of people or respondents when there is no sampling framework.
- **(2) Theoretical sampling** – this approach includes sampling until the categories achieve theoretical saturation, and selecting further respondents based on the emerging theoretical focus. It further involves a movement backwards and forwards between sampling and theoretical reflection, and consequently, the researcher can reach theoretical saturation of their categories or respondents at an relatively early stage too.
- **Probability sampling**; is used in interview-based qualitative research rather than ethnography research. Consequently, there is no obvious criteria used in deciding to use probability sampling. However, two factors for consideration are:
 - **(1)** it is highly significant and important to be able to generalise to a wider population, hence, it is envisaged to be a more compelling approach
 - **(2)** if the research question does not suggest or indicate the unit of analysis to be sampled, then random sampling can be employed.

Source: Bryman (2008:358-462)

In the case of this research, the unit of analysis is the collective collection of the NGO managers own perceptions, feelings, attitudes and awareness of the elements associated with their own managerial effectiveness. Moreover, in order to gain a more in-depth exploration of what factors, perceptions and processes influence the managers effectiveness, the decision to involve a sample made up of non-managerial staff members who work under the command of the NGO managers was also included. The impressions of the managers effectiveness is explored, of which, has extract and added to the deep-rooted elements associated with the NGO managers' effectiveness.

The following technique, selection and sample size adopted for this research is further explained.

Sampling Technique

Purposive sampling has been used in this research, as it has strategically attempted to establish a good correspondence between the research question and sampling, hence, as Bryman (2008) states sampling has been done on the basis of wanting to interview the NGO managers and to some degree the non-managerial staff members only. They are ultimately the main concern and the only sample who holds any relevance to the research question.

Sample Identified

The target population has been identified as the varied level NGO managers from among the NGOs in the Maharashtra and Goa States in India. The main reason for this demographic and geographical selection is that for the researcher, with limited resources and time limitations, it was difficult and impractical and impossible to carry out a census of all the NGOs in the states and country. Hence, sampling was less costly and required less resources, compared with that of testing the whole NGO population. Moreover, the NGOs responses were received from the densely populated states of Maharashtra and Goa, hence, as the researcher was familiar and native to these places, it was deemed most appropriate and suitable for the capacity of this research.

This first-time research is unique to the Maharashtra and Goa States, and one that has not been attempted at all before. Hence, it envisages to contribute towards existing knowledge associated with managerial effectiveness (ME), NGO management and development. In order to prevent over exposure, the NGOs provided reassurance that they and their managerial staff have not participated, taken part nor been involved in any research of this kind and nature before. Indeed, prior to the consent stage a clear preference was additionally made for the recruitment of the selected participants.

Initially, an extensive online search of up to 45 NGOs was made in the Maharashtra State, and subsequently, as a contingency approach; NGOs of the same nature were searched within the Goa State which is to the south of Maharashtra State. This was done in the case of non-responsiveness, NGOs unable, unwilling to respond or reject participation in this vital research. This

search also connected the vital communication and correspondence details of the NGOs, their directors and management team, along with Indian Governmental institutions, such as; The Ministry of Health and Family Welfare, the National Aids Control Organisation (NACO), Maharashtra State Aids Control Organisation (NACO), the Goa State Aids Control Organisation (GSACO) and, the District Aids Control Organisation (DAPCU).

Approached

From the onset of this research, a standard, yet individually addressed letter of research interest from the researcher together with a supporting letter from her Supervisor was sent via post and electronic mail correspondences to the NGOs, and to the official organisations in India. Furthermore, upon receiving the supporting letter from the Director of Ministry of Health and Family Welfare, Government of India (see appendix 1), this provided an additional comprehensive list and resources to identify, approach and contact NGOs in the prospective states. It is therefore, accurate to state that attempts of communication with as many NGOs in the Maharashtra and Goa states was continuous from the onset of this research. Communication was primarily made through these channels until the resources were exhausted and, ceased when the required number of NGOs and respondents was satisfactorily achieved.

Selection of the NGO Organisations

Three NGOs located within the Maharashtra State and one NGO located in Goa state were selected for this research, with their confirmation of interest and taking part in this research was further re-confirmed through electronic correspondences. Following this, the identification and selection of the NGO managers was carried out by the researcher, through the distribution of a simple staff breakdown information sheet to each NGO and requested it to be completed and returned. This presented a clear outline of the specific number and levels of both managerial staff and non-managerial staff members within each participating NGO.

Selection

Theoretical saturation was therefore, employed to identify the specific individual NGO managers. Due to the nature of development organisations such as these NGOs, managers derive from various levels within the NGO, and are thus, made up of community development leaders, project managers, departmental managers, middle and senior managers.

Sample Size

The size of the sample that is able to support convincing conclusions is most likely to vary depending on the circumstances of the research and the theoretical sampling strategy employed. Thus, it is therefore crucial to justify rigorously the selected sample size. Maxim (1999) states that the accuracy of a sample is very important. For Cooper and Schindler (2003) there are many reasons why researchers sampling includes lower costs, as it requires less costs than testing the whole population; sampling gives greater accuracy with results and greater speed for data collection, data analysis and availability of population elements. Considering the nature of this research, its size, the limitations of the researcher, and upon careful consideration it was decided that a sample size of 16 NGO managers and 16 non-managerial staff members were deemed adequate, of which, overwhelmingly provided sufficient information and data to meet the objective of this study.

4.4.10 Pilot Test

A pilot study provides an opportunity to practice, test and refine various aspects such as the design, fieldwork procedure, data collection instrument and analysis approach (Yin 2016). Besides three senior academic managers, the interview questions were further pilot tested with a senior academic professional in Bradford and a manager in India, which enabled the researcher to foresee and reduce any unanticipated problems with the research design itself, protocol and interview guides and, overcome any difficulties which would ultimately enhance the chances of getting clearer findings.

4.4.11 Data Collection and Generation

Data collection is an extensive process which entails multi-sources of information consisting of; observations, interviews, documents and texts, audio and video material, and artefacts. For the purpose of this exploratory study, data was collected using semi-structured individual interviews, focus group interviews and secondary data. This provided the necessary flexibility needed to generate information related to the parameters of effectiveness as perceived by the NGO managers involved.

As noted earlier, both the NGOs and participants were provided with an information sheet, and consent form detailing the nature of this research, confidentiality and anonymity, permission, and how the data will be recorded, stored and used. Hence, the NGOs and the respondents were provided with a detailed outline concerning the particulars of this research and nature of the interviews. Therefore, the quest to generate qualitative data and for the purpose of this study, the generation and collection of the data was carried out using the following approaches as shown in Table: 4.11 and Table: 4.12.

- Sixteen individual semi-structured interviews with NGO managers
- Two focus group interviews made up of a total of 16 non-managerial staff members

Table: 4.11 Breakdown of NGO Managers in this Study

No	NGO Code	Technical Specialist	Fist Line Manager	Middle Level Manager / Programme Manager	Executive Director / Senior Manager	Total
1	A	1	1	5	1	8
2	B	1		3	1	5
3	C	1			1	2
4	D	1				1
Total		4	1	8	3	16

Source: Data analysis

The Focus group interviews were carried out with 16 non-managerial staff members as follows.

Table: 4.12 Breakdown of Non-Managerial Staff Members in this Study

No	NGO Code	Change Agents		Total
		Community Based Development Workers (CDWs)	Volunteers	
1	A	8	0	8
2	C	0	8	8
Total		8	8	16

Source: Data analysis

4.4.12 Data Collection Duration and Location

Upon the completion of the transfer stage of the research study programme, the researcher herself went into the field to carry out the data collection, allowing for up to 6 months for the completion of this phase and purpose. All the required data collection and generation was carried out by the researcher herself within the natural setting and environment of the NGOs. Considering the widely spoken and various dialects within the two states, of which, the researcher was unfamiliar with, a volunteer assistant was recruited for translation, communication purposes and accuracy between the researcher and the participants. In this current research, both formal and informal relationships with the NGOs have been kept and is continuous since the onset of this research. This has meant that, the researcher is able to provide explanations in relation to the concepts and constructs to them in order to ensure the generation of high quality data.

The appropriate preliminary interview arrangements were made between the researcher and every individual NGO. Moreover, a contingency strategy was in place where if any changes should occur, alternative arrangement would be sought such as; reserving a meeting room at the nearest reputable business centre or community centre and telephone communications.

4.4.13 Data Generation

The quest to generate qualitative data, semi-structured individual interviews and focus group interviews constituted the instruments for data collection. These included up to 1 hour audio-tape recordings of the interviews, and the researcher took notes both during and after the interviews. The average time taken for each individual interview with NGO managers and focus group interviews was 45 minutes, of which, these are also shown in Table: 4.13.

4.4.14 Time Allocated for Transcribing the Data

The data was transcribed as soon as it was collected in the field. Moreover, an adequate amount of time was allocated in order to accurately transcribe the collected data, which also involved the support from the volunteer assistant, and as shown in Table: 4.13, an outline of the time allocated for transcribing the data is also shown.

Table: 4.13 Transcribing the Data

Interview	No. of Interviews	Total Interview Duration	Time Allocated to Transcribe the Data
Managerial Staff	16 semi-structured individual face-to-face interviews - Audio-Tape Record - Note taking	(up to 1 hour interviews) 16 hours	(4 hrs per 1 hr interview) 16 hours x 4 = 64 hours
Non-managerial Staff	2x focus groups interviews (8 respondents each) - Audio Tape Record - Note taking	(up to 1 hour interviews) 2 hours	(4 hrs per 1 hr interview) 2 hours x 4 = 8 hours

Source: Data analysis

4.4.15 Interviews

Interview is a kind of conversation and one with a purpose as Robson (1997) indicates. They enable the researcher to achieve multiple objectives such as; gain insight into respondents subjective experiences, contextualise these experiences, identify inter-woven, interacting elements of experience, and, captures the dynamic nature and time dimension of experience.

The structure of interview is about focus and control, and depth. Individual semi-structured interviews thus, (1) generated in-depth data, (2) allowed the interviewer to develop a degree of rapport with respondents and (3) created a safe and comfortable environment to discuss and talk. The flexibility in using semi structured interviews gave participants the freedom to talk about the subject in detail, and allowed the researcher room to probe beneath the surface for explanations and clarifications as and when deemed necessary.

4.4.16 Interview Process

The interviews were used to collect data from the selected, individual and group participants from among the NGOs. It is agreed that interviews are time-consuming and extra time is required to review what has been said during the interview, and, taking into consideration the notes taken by the interviewer that may need clarification. The effective establishment of a particular kind of social relationship between the interviewer and interviewee, is of paramount importance when considering the validity of data to be collected. For Ackroyd and Hughes (1992), the ultimate goal of the interviewer is to obtain relevant information that is very often of a highly personal and private nature from the respondent, who is, in fact, a stranger who has no obligation to spend time and effort in answering questions.

4.4.17 Self-Administered Interviews

In the case of this current study, the researcher undertook and carried out the task of obtaining and generating information from the participants. The relationship already established over the last five years between the researcher and NGOs in India, through detailed communications concerning the nature of this study and research, and their commitment towards it, played a crucial part in this process.

4.4.18 Interview Format

The interview formats for the individual semi-structured interviews and focus group interviews, were carried out by following the self-designed interview protocol sheets, interview guides, processes and discussions.

4.4.19 Data Analysis

Some research tends to acknowledge that the data analysis stage primarily begins after the data has been collected. However, this is not entirely the true case as Ackroyd and Hughs (1992) indicate that, the researcher becomes conscious of the need for analysis and some form of analysis begins to emerge especially where qualitative data is concerned. Dey (1993: Buchanan and Bryman 2011) further suggest that in qualitative analysis, there is no uniform set of rules of analysis, and guidelines on alternative approaches is limited. As the data is

multifactorial, consisting high volumes of data derived from semi-structured interviews it can be a challenging process, of which, the researcher needs to decide between the '*framed*' or '*thematic*' approach to data analysis. For Fitzgerald and Dopson (2010:Buchanan and Bryman 2011), *framed analysis* consists of coding data against a pre-prepared template and *thematic analysis* is derived from the grounded theory approach, where codes are generated from the data.

For Bryman (2008:538), one of the main difficulties of qualitative research is that it rapidly generates large amounts of rich data, of which, needs to be analysed with precision hence, it is crucial to give attention to link the rich data to a wider significance, especially in social science.

4.4.20 Strategies of Qualitative Data Analysis

Thematic coding is one of the most common approaches to qualitative data analysis, and consequently, the two most frequently used strategies used in qualitative data analysis are; analytical induction and the grounded theory. They can be repetitive as there is a tendency to move back and forth between the collection and analysis of the data. Therefore, for the purpose of this research, the thematic coding and conceptual analysis approach was used.

4.4.21 Theoretical Sampling

In this process, the NGO managers and non-managerial staff were the relevant sample. This research adopted the thematic data and conceptual analysis approach and strategy, as it is one of the most common qualitative data analysis methods best suited for the individual researcher. The qualitative data was analysed and guided in the following steps:

- (1) Transcribe and familiarised myself with the data
- (2) Focus the analysis. This included a review the purpose of the evaluation
 - 'To explore the parameters of managerial effectiveness among the managers of the NGOs in India'
- (3) This followed with the process of coding and classifying the data. This involved organising the data into meaningful patterns and then creating

thematic networks based on the conceptual framework. This also included the development of a codebook/code-list showing the individual code for each theme. Each response to every question was manually read and given a code(s) to represent a different theme(s), notes and records were also made.

- (4) Identified patterns within and between the themes/categories and reducing the data. The data was sorted and organised by theme to identify meaningful sub-patterns and were recorded.
- (5) Meaning, interpretation, and content analysis was carried out. The researcher looked at the data and made reflections in relation to the research questions, and generated a description of the managers' perceptions and understanding of the phenomena and their realities.
- (6) Once the thematic networks were created, the last stage of the analysis included the data being integrated and interpreted. Data integration and interpretation involved comparing different aspects of the data using labels, categorisation and tables, in addition to exploring, describing, summarising and interpreting the patterns.

4.4.22 Strategies Employed for Validating Findings (Fairness)

Yin (2003) and Buchanan and Bryman (2011:470) both state four tests of quality for case study which include: *construct validity, internal validity, external validity and reliability*. May et al. (2001: Buchanan and Bryman 2011) presents the alternative assessment framework approach consisting of six tests of quality which include:

1. Consideration of the appropriateness of the methods used for the research question and subject matter, and why it was that qualitative methods were appropriate
2. Adequacy of sampling, and clear explanation of the sampling strategy employed
3. The rigour of data analysis, was it conducted in a systematic way and did it succeed in incorporating all the observations and dealing with variation
4. The reflexivity of the account, sensitivity to the ways in which the researcher and research process have shaped the data collected, and the

provision of sufficient information about the research process to enable readers to judge this process

5. Adequacy of presentation of findings, this is clear how the analysis flows from the data, and is sufficient data presented to justify conclusions.
6. Worth and relevance of the research

4.4.23 Strategies for Standards of Quality and Verification (Trustworthiness and Authenticity)

Upon examining the strategies and procedures, and in the sphere of trustworthiness, accuracy, credibility and transferability of the findings; it is recommended that the individual researcher with limited resources conducting a qualitative case study inquiry uses at least two approaches in the research study. In the case of this research, these have included:

- **Triangulate** – using semi structured individual interviews with managerial staff, focus group interviews with non-managerial staff and the review of secondary data, enabled the examination of data, and was used to build a coherent justification of the themes. The process of establishing themes that are based on converging several sources of data or perspectives from the participants, can be claimed as adding to the validity of the study.
- **Use rich description to convey the findings** – wherever necessary and appropriate, the respondents words and descriptions relevant in answering elements of the research question were used. These descriptions have the ability to direct the reader and the audience closer to the natural setting, thus, it gave the discussion an element of shared experiences, and by providing such details, the results were more realistic and richer, hence, adding to the validity of the findings.
- **Spend prolonged time in the field** –The more experience that a researcher has with the participants in their actual setting, the more accurate or valid are the findings. The researcher herself went for fieldwork and carried out all the elements of data collection within the natural setting and environment in India. Additionally, the researcher developed an in-depth understanding of the phenomenon under study and

conveyed details about the site and people, of which, lends credibility to the narrative account.

4.4.24 Dependability and Generalisability

In addition to the high quality of data requirements, it is of important that the researcher documents the procedures, and, records as many steps of the procedure as possible to ensure that the methods are reliable and the conclusions are valid. This research adopted record keeping approaches, ensuring that complete records were kept of all phases of the research process.

4.4.25 Ethical Considerations

Consent and confidentiality give access to the site and respondents, which in turn provides the data. Ethical principles in social research revolves around certain issues which consist of four main areas as Bryman (2008:118) clearly states as; avoiding harm to participants, lack of informed consent, invasion of privacy and deception.

In the case of this research, the main focus is on NGO managers and their effectiveness at work in India, and they are the only participants of this research who were individually interviewed. The reason for this selection is that this group of people were the only people who were able to provide the required meaningful data for this research. It is important to clarify that the NGO service users had no participation whatsoever, as this research does not require any data or input from their perspective. This research explores elements of managerial effectiveness solely from the managerial perspective, as the initial research question implies.

4.4.26 Avoid Harm to Participants

No group of persons have suffered from this research project. The project is not sensitive to the interests and desires of any group of persons. Rather it aims to contribute to the debate on the advancement of knowledge and understanding in relation to NGO management and development, particularly, effectiveness of NGO managers in the developing country, India.

Moreover, in the anticipation and in order guard against any harm or distress to the participants, every effort and measures was implemented in order to ensure that the participants are able to provide informed consent. The information sheets and consent forms outlined the project aims, details of what their participation will entail, free-will, a detailed descriptions concerning confidentiality and anonymity and the intended outcomes of the research is outlined. Additionally, throughout the data collection process and phase, the participants were reminded that they can withdraw from taking part in this research at any time.

4.4.27 Informed Consent

Bryman (2008:121) states that the prospective participants should be given as much information that might be needed to make an informed decision about whether or not to participate in the study. The principle of informed consent as the Social Research Association (SRAs) and the British Statement of Ethical Practice Association (BSA) statements entail the implication that, even when participants know they are asked to participate in the research, they should be fully informed about the research process. Consequently, Bryman (2008:121) further states careful precisions need to be taken in providing detailed accuracy, since it is extremely difficult to present prospective participants with absolutely all the required and necessary information in order for them to make an informed decision in their involvement. Furthermore, relatively minor acts of detail may be misrepresented and should be given careful consideration, this includes deliberately underestimating the amount of time that the interview is going to take, so that participants are not put off being interviewed, in addition to, not giving absolutely all the details about the research fearing contaminating the participants answers to the questions.

In the case of this research, and to ensure that the NGO managers and non-managerial staff were able to provide informed consent, they were provided with an information sheet. Written informed consent was obtained from the NGO management in charge, which clearly stated their interest, participation and commitment on their part, in relation to taking part in this research. Written informed consent was also obtained from all the participants from the NGOs.

Both the information sheet and consent forms were given to the participants to read, so that they were clear of the nature and features of this research.

Moreover, before the participants signed the form, they were given time of up to 1 week to ask questions about the study and the nature of the data to be collected. The opportunity to outline the reasons why they were selected for this study and further inform them about what will happen to any personal data collected during the study was explained to them. Any potential future use of data collected in the study was also outlined at this stage. The signed consent forms were dated and returned to the researcher for recording, and were kept in a locked filing cabinet.

In order to prevent over exposure, a meeting with the management team entailed the establishment of the clear preference, procedures and for the recruitment of participants. This means that prior to the initiation of the consent process, potential participants were screened to determine their exposure to similar research studies. Those who were exposed to similar research processes were excluded from participation.

4.4.28 Invasion of Privacy – Confidentiality & Anonymity

The issue of harm to participants was further addressed by the fact that, care over maintaining the confidentiality of records and anonymity of participants. Hence, this means that the identities and records of individual participants should be maintained as confidential even when the findings are being published in the final report so that individuals are not identified or identifiable. It can be argued that case studies raise fewer ethical issues of participant consent and confidentiality than that of the ethnography approach, however, as Bryman (2008) further suggests, in the research process, the issue of privacy is invariably very much linked to the issues associated with anonymity and confidentiality. Moreover, in qualitative research it is a challenging task to make records anonymous and to report findings in a way that does not allow individuals to be identified. Particular care is paramount with regard to the possible identification of persons and places, hence, to combat this, pseudonyms is commonly used which consist of codes, numbers or even alternative names to that of the participants real name. Furthermore, the use of pseudonyms is most commonly

used in qualitative research which is highly relevant not only in published reports and through the study, but in labelling interview notes and taped interviews play a vitally paramount role.

For the purpose of this research the anonymity and privacy of the participants in the research process was respected, and personal information concerning the participants was kept confidential. To ensure anonymity, the names of the participants have been obscured, and as with any other information that could reveal their identification through a process of manipulation was also removed. In the event of revealing certain or sensitive information through the interviews, anonymity supports to protect any individual or issues being identified. For instance, participants may have a strong view regarding a particular managerial element or practice at the NGOs, but if they thought that they could be identified, they will be cautious at revealing their true feelings. It was made clear to the managers that they have the option to decline or skip answering questions which they feel are sensitive, however, as the interviews developed, efforts were made to provide advance warning of questions to the topic of discussion. Additionally, enough time for the participants to reflect and decide if they wanted to answer the questions was given. If the respondent felt that they expressed in a particular way, further reassurance was provided, and the opportunity to rephrase anything they said at either, during or at the end of the interview was also offered to them.

Therefore, the use of codes and numbers to represent the participants were used, and reassuring confidentiality was given to the extent that goes beyond naming participants details which might reveal their identity. This approach was additionally useful and also protected those who were not even taking part in the study, such as the NGO visitors, service users and members from the high risk groups and volunteers.

4.4.29 Deception

Bryman (2008:124) states that deception occurs when the researcher represents their work as something other than what it actually is. In the case of this research, and in addition to adhering to both the University of Bradford's Code of Conduct, Ethics and the NGOs Code of Practices which were continually adhered to at all

times, the NGOs and the participants were not deceived at any time, as a full detailed description and account of the exact nature, purpose and procedure of the research was provided to them from the onset of this research. Every effort was used in order to avoid any form of deception occurring. From the onset of this research, a clear and precise description was presented, and where changes to the research may occur, the NGOs and participants were duly informed through continuous correspondences. Hence, the researcher continued to execute every effort to not represent their work as something other than what it actually is.

4.4.30 Issues of Personal (Researcher) Safety

The following steps were carried out for the sole purpose of the researcher's own personal safety and to minimise any risks;

- Interviews were carried out within office hours and within the NGO premises or as pre-arranged
- Allocation of a suitable meeting room such as, the manager's office or private consultation room, and consideration for pre-booking a meeting room at one of the nearby community or business centres, or telephone communications / interviews was made
- With regards to personal property, the researcher requested, and was provided with a secure space where items such as the recording equipment, notes and personal items were kept
- For the researcher's well-being, the health and safety procedures at the visited NGO was carried out at the first initial visit
- Considering the service nature of the NGOs, the researcher had prepared for any psychological issues that may arise, such as; reactions when observing or interactions with specific categories of children, young people and members of the high-risk groups (PLHA). It was envisaged that the researchers initial and continuous understanding and knowledge attained through this research, is a supportive background towards facing these issues, should they arise during the fieldwork.

4.5 Summary

This chapter has presented an in-depth, detailed and comprehensive review of methodological literature. Moreover, qualitative research designs, methodologies, research processes, data collection and analysis methods, in addition to, strategies for standards of quality and verification, trustworthiness and fairness, and ethical considerations have been addressed in order to meet the specific objectives of this qualitative and exploratory research study.

On the whole, the approach employed for this research study can be described as the most appropriate, suitable and relevant to the needs of the research setting. Moreover, it can be concluded that this research requires rich qualitative data to be collected; thus, the reasoning for a qualitative approach employed has been verified. Additionally, in order to study the process which underlie and influence the managerial effectiveness among the NGO managers from various NGOs in India, a collective case-study approach was deemed appropriate for this purpose.

In order to gather the required data, a combination of individual semi-structured interviews with NGO managers and focus-group interviews with non-managerial staff members was deemed to prove the most comprehensive and adequate means of capturing descriptive and exploratory data pertinent to the stated research objectives. Consequently, the data collected and generated through the interviews proved to be rich in quality and enabled the researcher to make detailed and in-depth sense of the processes involved and associated to the perceptions and understanding of the reasoning and motives behind the behaviour and NGO managers own perceptions in relation to their own managerial effectiveness at work. Hence, detailed preparations and the painstaking process of data collection resulted in the collection of rich data for this unique research.

The next chapter presents the data analysis phase of this research.

CHAPTER FIVE

DATA ANALYSIS

5.1 Introduction

In this chapter, a descriptive analysis of the data is presented, which is mainly generated through the application of semi-structured interviews and focus-group interviews concerning the perceptions, views and opinions of managers among NGOs in India. To some extent, the analysed data of non-managerial staff members is also presented, which has enriched the data relevant for NGO managers effectiveness at work. Following the arrangements of the questions in the interview guides, the data has been transcribed and coded using thematic coding and the conceptual analysis approach, strategies and techniques (see methodology). The analysis and findings of the collected data is presented in the following four sections.

Section one presents an analysis of all the demographic data which was gathered from the consent forms. It focuses on NGO managers personal characteristics comprising of: gender, age, present managerial job role, total work experience in (1) the current managerial job role, and, (2) the total experience at the NGO as a whole. Education and professional qualifications and, supervisor and managerial responsibilities. In section two the data regarding the eight parameters of managerial effectiveness is analysed. Focusing the analysis on NGO managers, these parameters relate to (1) perceptions, (2) skills, (3) organisational criteria, (4) motivation, (5) the degree of demands and constraints, (6) presence of choices and opportunities for effectiveness, (7) inter-organisational relationships, and (8) dominant managerial philosophy. In section three the data relating to the three environmental contexts for managerial effectiveness is analysed which includes: (1) personal attributes, (2) organisational (internal) and (3) external factors which effect the NGO managers effectiveness at work. Finally, section four presents the overall findings with a summary of the descriptive analysis of the data. The data is both qualitative and quantitative, and is divided into 3 main categories. Each category has yielded to certain sub-categories, which are themes, parameters and contexts as shown in Table 5.1.

Table: 5.1: Three Main Categories (Themes) and Sub-Categories of the Data

No	Main Category	Sub-Categories (Themes, Parameters and Contexts)
1	Demographic (Personal Characteristics)	1.1 Gender
		1.2 Age
		1.3 Present Managerial Job Role
		1.4 Total Work Experience at the NGO
		1.5 Education/Professional Qualification
		1.6 Supervisor/Manager (Number of people directly Supervising/Managing)
2	Parameters of Effectiveness	2.1 Managerial Perception
		2.2 Managerial Skills
		2.3 Organisational Criteria
		2.4 Motivation
		2.5 The Degree of Demands and Constraints
		2.6 Presence of Choices and Opportunities
		2.7 Nature of Inter-Organisational Relationships
		2.8 Dominant Managerial Philosophy
3	Contextual Factors	3.1 Personal
		3.2 Organisational
		3.3 External
Total	3	17

Source: Data analysis

There are a total of 17 themes. The first 6 themes are demographic and apply to all the parameters. The following 8 and 3 themes, a total of 11 themes, are the parameters of effectiveness. There are 15 Demographic issues, 22 Parameters of effectiveness issues and 10 Environmental context issues, which total to 47 issues for discussion as shown in Table: 5.2.

Table: 5.2: Identification of Categories, Themes and Issues related to Managerial Effectiveness of NGO Managers

No	Main Category	Theme	Issues
1	Demographic (Personal Characteristic)	1.1 Gender	1.1.1 Male and female Managers
			1.1.2 Uneven gender distribution
		1.2 Age	1.2.1 Variation in age
			1.2.2 Dominant age group
		1.3 Present Managerial Job Role	1.3.1 Roles of Managers
			1.3.2 Importance of Project Manager's role
		1.4 Total Work Experience at the NGO	1.4.1 Time allocated to managerial tasks
			1.4.2 Varied duration(s)
		1.5 Education/Professional Qualification	1.5.1 Specific knowledge of subject(s)
			1.5.2 Importance of academic qualification(s)
			1.5.3 Professional qualifications
		1.6 Supervisor/Manager (Number of people directly/ Supervising/Managing)	1.6.1 Unequal distribution of Managers
			1.6.2 Nature of managerial workload
			1.6.3 Scope of managerial authority
			1.6.4 Inequalities in workloads
2	Parameters of Effectiveness	2.1 Managerial Perception	2.1.1 Characteristics, traits and qualities
			2.1.2 Work schedule
			2.1.3 Various influencing factors
		2.2 Managerial Skills	2.2.1 People related competencies
			2.2.2 Leadership acquisition

			2.2.3 Various Training and Development (T&D) factors
		2.3 Organisational Criteria	2.3.1 Relevance of policies and criteria
			2.3.2 Strengths and weaknesses
		2.4 Motivation	2.4.1 Specific leadership qualities and factors
			2.4.2 Rewards factors
			2.4.3 Hygiene factors and intrinsic reasons
		2.5 The degree of Demands and Constraints	2.5.1 Major factors
			2.5.2 Expectations from superiors
			2.5.3 Various inter-related factors
		2.6 Presence of Choices and Opportunities	2.6.1 Authority and limitations
			2.6.2 Advocacy factors
			2.6.3 HRD and Incentives
		2.7 Nature of Inter-Organisational Relationships	2.7.1 Inter-departmental factors
			2.7.2 NGOs overall performance for effectiveness
			2.7.3 Competitiveness / competitive nature
		2.8 Dominant Managerial Philosophy	2.8.1 Multi-faceted school of thoughts and approaches
			2.8.2 Update and modernise management practices
3	Environmental Contexts	3.1 Personal	3.1.1 Unique individual traits and attributes
			3.1.2 Intelligence factors
			3.1.3 Increase self-awareness, personality and abilities
		3.2 Organisational	3.2.1 Various factors for limited/increased effectiveness
			3.2.2 Inter-related contextual factors

			3.2.3 NGOs unique nature
		3.3 External	3.3.1 Numerous social and economic factors
			3.3.2 Globalisation influences
			3.3.3 NGOs reputation and competitors
			3.3.4 Job and career insecurities
Total	3	17	47

Source: Data analysis

5.2 Section One

In this section the demographic category will be discussed. A total of 16 varied level NGO managers underwent individual semi-structured interviews, and 16 non-managerial staff members who work under the command of any one NGO manager, took part in the focus-group interviews. The demographic data has enriched the qualitative information about the participants who took part in the semi-structured interviews.

5.2.1 Demographic Data and Personal Characteristics

In order to prepare a realistic profile of all the NGO managers, classification of the data obtained from the consent form revealed that participants provided information which identified their personal characteristics. This information identified 6 themes, and each theme may or may not have yielded issues. These themes and issues will be discussed as shown in Table: 5.3.

Table: 5.3 Identified Themes of Demographic Characteristics

No	Main Category	Theme	Issues
1	Demographic (Personal Characteristic)	1.1 Gender	1.1.1 Male and female Managers
			1.1.2 Uneven gender distribution
		1.2 Age	1.2.1 Variation in age
			1.2.2 Dominant age group
		1.3 Present Managerial Job Role	1.3.1 Roles of Managers
			1.3.2 Importance of Project Manager's role
		1.4 Total Work Experience at the NGO	1.4.1 Time allocated to managerial tasks
			1.4.2 Varied duration(s)
		1.5 Education/ Professional Qualification	1.5.1 Specific knowledge of subject(s)
			1.5.2 Importance of academic qualification(s)
			1.5.3 Professional qualifications
		1.6 Supervisor/Manager (Number of people directly supervising/managing)	1.6.1 Unequal distribution of Managers
			1.6.2 Nature of managerial workload
			1.6.3 Scope of managerial authority
			1.6.4 Inequalities in workloads

Source: Data analysis

The descriptive analysis of the data collectively combines the managerial and non-managerial staff gender together and is presented in the findings.

5.2.2 Theme One: Gender

There are two gender issues for NGO managers as shown in Table: 5.4.

Table: 5.4 Gender Issues for Discussion

NO	Theme	Issue
1	Gender	1.1 Male and Female Staff
		1.2 Uneven gender distribution

Source: Data analysis

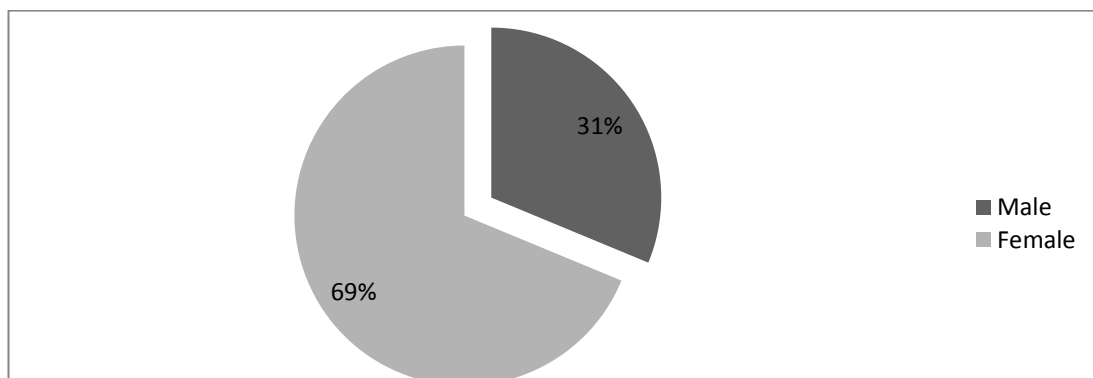
NGO Managers

It is evident from the data collected and in Table 5.5 and Figure 5.1, that the NGO managers were largely made up of female managers at 11 (69%), while the number of male managers was at 5 (31%). Two NGOs, NGO B and NGO C, both collectively have the most number of female managers at 7, while the remaining two NGOs, NGO A and NGO D, equally have the same number of female managers at 2 each. The highest number of male managers at 3 is held by NGO C, and two other NGOs, NGO B and NGO D, equally have only one male manager each.

Table: 5.5 NGO Managers- Gender Distribution

NGO Code:	Gender - Male	Gender - Female	Total Staff
NGO A	0	2	2
NGO B	1	3	4
NGO C	3	4	7
NGO D	1	2	3
Total	5	11	16

Source: Data analysis

Figure: 5.1 Managers– Percentage of Gender Distribution

Source: Data analysis

Non-Manual Staff

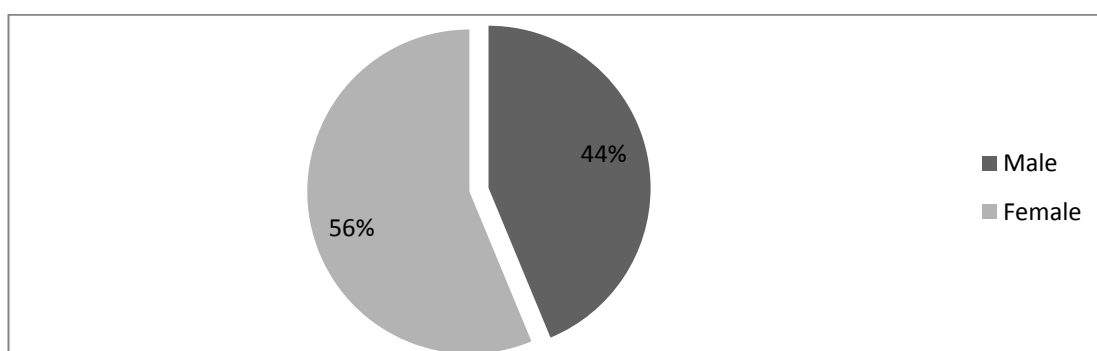
The non-managerial staff who participated in the focus-group interviews derived from two NGOs, NGO A and NGO C only. Table 5.6 and Figure 5.2 shows that Females are the majority at 9 (56%) and there are 7 (44%) Male participants.

Table: 5.6 Non-Manual Staff – Gender Distribution

NGO Ref	Gender Male	Gender Female	Total Staff
NGO A	3	5	8
NGO C	4	4	8
Total	7	9	16

Source: Data analysis

Figure: 5.2 Non-Manual Staff – Percentage of Gender Distribution



Source: Data analysis

It is clear that females represent the majority among the whole total participants at 11 (69%) managers and 9 (56%) non managerial Staff. This coincides with the most recent Census of India (2011), which states an overall increase in the growth of females since 1901 is evident, and that the existence of more NGO female managers as Hailey (2006:14) indicates, is due to their ability to develop specific coping strategies to deal with the deep-rooted cultural and social pressures that they contend with.

Findings: Gender (Theme One)

There are two issues for discussion and two findings from the analysis. These are outlined in Table: 5.7.

Table: 5.7 Gender Findings

No	Theme	Findings
1.1	Gender	<ul style="list-style-type: none"> • Most participants are female at 11 (69%) and at 9 (56%) • Male participants account for 5 (31%) and 7 (44%)

Source: Data analysis

5.2.3 Theme Two: Age

Collectively there are two age issues for discussion. There is one issue for NGO managers as shown in Table: 5.8.

Table: 5.8 Age Issues for Discussion

NO	Theme	Issue
2	Age	2.1 Variation in age
		2.2 Uneven gender distribution

Source: Data analysis

Participants Age: Managers

Table 5.9 and Figure 5.3, present the age range of the NGO managers, which shows that it is spread over a wide range from the youngest manager aged at 24 years to the oldest aged at 57 years. It is evident that the majority of the managers, a total of 11, 4 male and 7 female managers, are within the 31-40 years (6 = 38%) and 41–50 years (5 = 31%) age ranges, which collectively represent the largest group in this study at 69%. Consequently, there are also more females present in these age ranges with 7 females and 4 males. Following this, the next largest group is the 51-60 years (3 = 19%) range, which is made up of 2 females and 1 male participant, and finally, the lowest group is the 21–30 years (2 = 12%) range, and is made up of 2 females. Collectively among all the NGO managers, the age categories between 31-40 years and 41-56 years are the dominant age groups.

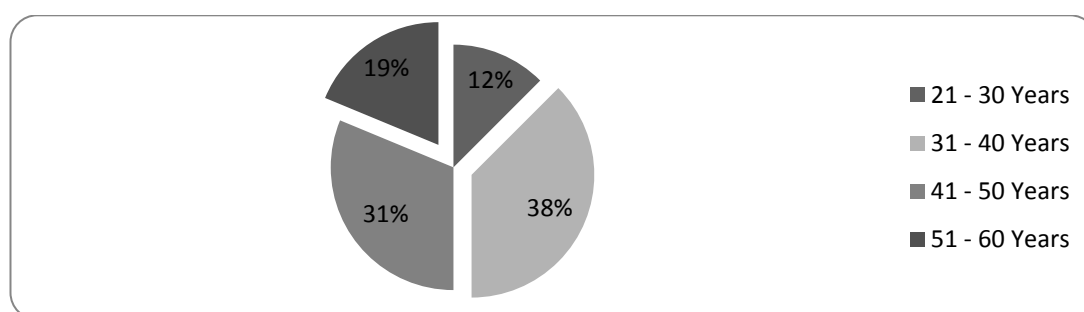
Table: 5.9 Managers Age Categories

NGO Manager Code :	Age (Years)	Gender Male	Gender Female
MS1	57		✓
MS2	38		✓
MS3	39		✓
MS4	39	✓	
MS5	37	✓	
MS6	54		✓
MS7	41		✓
MS8	36		✓
MS9	24		✓
MS10	41		✓
MS11	36	✓	
MS12	44		✓
MS13	51	✓	
MS14	28		✓
MS15	40		✓
MS16	46	✓	

Source: Data analysis

As shown in Table 5.9, it is evident that the majority of the managers fall into the older age groups.

Figure: 5.3 NGO Managers Age Categories Percentage



Source: Data analysis

Participants Age: Non-Managerial Staff

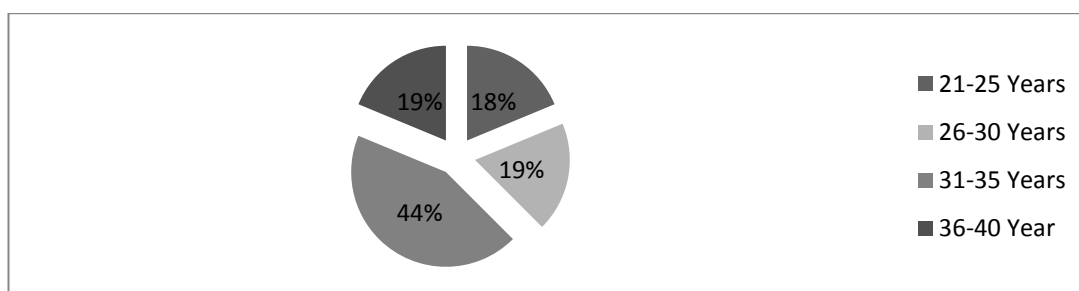
Table 5.10 and Figure 5.4, present the age range of all the non-managerial staff members who took part in the focus-group interviews. It is evident that the majority of the non-managerial staff represent 63% of the total participants, which consists of a total of 10 participants at 31-35 years (7=44%) age range and the 36-40 years (3 = 19%) age range. Consequently, there are 3 females and 4 males in the 31-35 years age group and 3 females and 0 males in the 36-40 years age group. This clearly shows that more than half of the participants are middle aged. The younger age groups represent a total of 37% of the total population, which fall within the 21-25 years (3=18%) age group and the 26-30 years (3=19%) age group. Of these, there are 2 male and 1 female participants in the 21-25 years age group and 2 female and 1 male participants in the 26-30 years age group.

Table: 5.10 Non-Managerial Staff Age Categories

Non-Managerial Staff Code:	Age (Years)	Gender Male	Gender Female
NMS1	31		✓
NMS2	24	✓	
NMS3	28		✓
NMS4	34		✓
NMS5	36		✓
NMS6	26		✓
NMS7	33	✓	
NMS8	31	✓	
NMS9	28	✓	
NMS10	34	✓	
NMS11	38		✓
NMS12	24		✓
NMS13	31		✓
NMS14	36		✓
NMS15	33	✓	
NMS16	23	✓	

Source: Data analysis

Figure: 5.4 Non-Managerial Staff Age Categories Percentage



Source: Data analysis

Collectively among all the participating non-managerial staff members, it is clear that the age category between 31-45 years is the dominant age group. For NGO managers, the age categories between 31-40 years and 41-56 years are the dominant age groups.

Findings: Age (Theme Two)

The analysed data revealed one issue each for managers and non-managerial staff for discussion, with a total of two findings. These are outlined in Table: 5.11.

Table: 5.11 Age Findings

No	Theme	Findings
1.2	Age	<ul style="list-style-type: none"> • 31-40 yrs. and 41-56 yrs. are the dominant age groups • More than half of the participants are middle aged

Source: Data analysis

5.2.4 Theme Three: Present Managerial Job Role at the NGO

Non-managerial staff who took part in the focus-group interviews were all Change Agents (CAs) undertaking the role of Community Development Workers (CDWs), and, who work under the command of any one of the managerial staff members who took part in the semi-structured interviews. No further demographic details and information was asked or obtained from them. Therefore for the remainder of this section, only the NGO managers' personal characteristics is analysed and presented.

There are two issues for NGO managers as shown in Table: 5.12.

Table: 5.12 Present Job Role Issues for Discussion

NO	Theme	Issue
3	Present Managerial Job Role	3.1 Roles of Managers
		3.2 Importance of Project Manager's role

Source: Data analysis

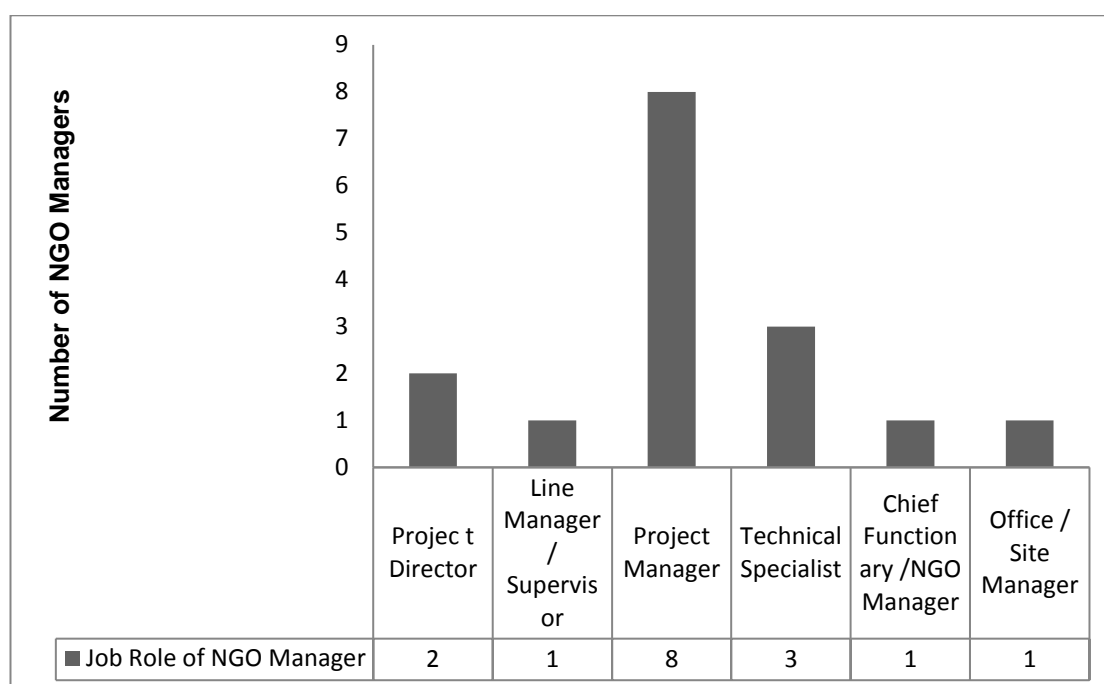
As shown in Table 5.13 and Figure 5.5, NGO Project managers constitute the majority at 8 participants, followed by 3 Technical Specialists managers, 2 Project Directorship managers, there is only 1 Line manager, 1 Chief Functionary manager and 1 Office and site manager.

Table: 5.13 Present Job Role of the NGO Managers

Managerial Staff Code:	Job Position at the NGO	Specialism or Target Intervention (TI) Group(s)
MS1	Project Director / Senior Manager	Director of programmes and Projects
MS2	Line Manager/Supervisor	Field Supervisor and Coordinator
MS3	Technical specialist & Manager	Monitoring and Evaluation
MS4	Project Director / Senior Manager	Director of programmes and Projects
MS5	Technical specialist & Manager	Monitoring and Evaluation
MS6	Project Manager - Target Intervention (TI)	Truck Drivers (TDs) and Injecting Drug Users (IDUs)
MS7	Project Manager - Target Intervention (TI)	Migrant Workers (MWs)
MS8	Project Manager – Target Intervention (TI)	Non brothel female Sex Workers (FSWs)
MS9	Project Manager – Target Intervention (TI)	Linker Programme for People Living With Aids (PLWA)
MS10	Project Manager – Target Intervention (TI)	Migrant Workers (MWs) and Injecting Drug Users (IDUs)
MS11	Project Manager – Target Intervention (TI)	Sex Workers (SWs)
MS12	Project Manager – Target Intervention (TI)	Migrant Workers (MWs)
MS13	Project Manager – Target Intervention (TI)	Truck Drivers (TDs) and Injecting Drug Users (IDUs)
MS14	Technical specialist & Manager	Monitoring and Evaluation
MS15	Office & Site Manager	Administrative
MS16	Chief Functionary / Senior Manager	Director of Programmes, Projects and NGO

Source: Data analysis

Figure: 5.5 Present Job Role of the NGO Managers



Source: Data analysis

Although Edwards and Fowler (2002:449) states that there are no standardised job types or cadres in NGOs to use as a point of reference, moreover, categories of job roles which are usually appointed according to the NGOs needs are more relevant. The data shows that in the Indian NGOs the present job role of Project manager clearly holds a vital and prominent position, as it is this manager who is ultimately responsible for successful Target Intervention (TI) among the specific target groups, program and projects implementation together with retaining the NGOs vision, mission and overall objectives.

Findings: Present Job Role (Theme Three)

The analysed data revealed one issue for discussion, with a total of two findings from the analysis. These are outlined in Table: 5.14.

Table: 5.14 Present Job Role Findings

No	Theme	Findings
1.3	Present Managerial Job Role	<ul style="list-style-type: none">• Project Manager job role and position is dominant• Managerial positions held are all needs within the NGOs various sections, divisions and departments

Source: Data analysis

5.2.5 Theme Four: Total Work Experience at the NGO

Two linked issues are the focus here, which relate to the demographic details; (1) total work experience in this current managerial job role, and, (2) the total work experience at the NGOs as a whole.

There are two issues for NGO managers as shown in Table: 5.15.

Table: 5.15 Total Work Experience at the NGOs Issues for Discussion

NO	Theme	Issue
4	Total Work Experience at the NGO	4.1 Time allocated to managerial tasks
		4.2 Varied duration(s)

Source: Data analysis

The data in Table: 5.16 shows that the number of years the managers have spent in their current managerial post was in the range from a minimum of 2 years through to 11 years. It is clearly evident that the managers with higher posts such as; Project directors (MS1 and MS4) and the Chief functionary (MS16) manager, have similar time duration in these job roles between 8 to 10 years. Of these, 2 managers (MS1 and MS16) have been in the same job role since joining the NGO at 8 years, and 1 manager (MS4), has been in this job role for at least half of their total duration at the NGO, at 8 years out of 15 years total duration. Indicating that this manager has held other roles and duties prior to this, and has worked towards this current job role at the NGO.

Despite 1 Technical Specialist manager (MS3), who has held this job role for 2 years out of a total of 5 years duration, and another Technical Specialist manager

(MS14) who held this role for 4 years out of a total of 5 years duration at the NGOs, the 1 Office manager (MS2), 1 Technical Specialist manager (MS5), and 1 line manager/Supervisor (MS2) and only 1 Project manager (MS11), have all been in their job roles for the same duration as their total duration spent at the NGO, indicating that they have joined the NGO at these specific job roles.

Table: 5.16 NGO Managers (1) Duration in this Current Post and (2) The Total Duration Worked at the NGOs

NGO Manager Staff Code:	(1) Duration in this Current Post (Years)	Current Job Role and Position	(2) Total Duration Worked at this NGO (Years)	Gap between Current Post & Total Duration at the NGO (Years)
MS1	8	Project Director	8	0
MS2	5	Line Manager / Supervisor	5	0
MS3	2	Technical specialist & Manager	5	3
MS4	8	Project Director	15	7
MS5	4	Technical Specialist & Manager	4	0
MS6	11	Project Manager	32	21
MS7	5	Project Manager	10	5
MS8	7	Project Manager	14	7
MS9	8	Project Manager	12	4
MS10	10	Project Manager	15	5
MS11	2	Project Manager	2	0
MS12	4	Project Manager	8	4
MS13	5	Project Manager	6	1
MS14	4	Technical Specialist & Manager	5	1
MS15	3	Office / Site Manager	3	0
MS16	10	Chief Functionary	10	0

Source: Data analysis

Apart from only 1 Project manager (MS11), who has the equal amount of duration in this current post and the total time spent at the NGO at 2years, the

overall duration in the current post of Project manager and the total time spent at the NGOs is uneven and not the same. There is only 1 manager (MS13), who has a gap of 1 year duration, 2 managers (MS12 and MS9) have a gap of 4 years duration, 2 managers (MS7 and MS10) have a gap of 5 years duration, 1 manager (MS8) has a gap of 7 years duration and, there is only 1 manager (MS6) who has the largest gap of 21 years duration between their present job role and the total time spent at the NGOs. Overall, a total of 6 NGO managers (MS16, MS15, MS11, MS5, MS2, MS1), have held their same job role since joining the NGOs.

Findings: Total Work Experience at the NGO (Theme Four)

There are two issue for discussion and four findings from the analysis. These are outlined in Table: 5.17.

Table: 5.17 Total Work Experience at the NGO Findings

No	Theme	Findings
1.5	Total Work Experience at the NGO	<ul style="list-style-type: none"> Some managers have had prior job roles and worked towards their current job Duration in current post varies from 2yrs to 11yrs The duration spent as Project Manager and the total time spent at the NGO is uneven. Senior level managers have joined and held the longest duration in their current jobs

Source: Data analysis

5.2.6 Theme Five: Education and Professional Qualifications

The data on academic and professional qualifications for the NGO managers is based on the most latest qualifications indicated by them in the consent form.

There are three issues for discussion as shown in Table 5.18.

Table: 5.18 Education and Professional Qualifications Issues for Discussion

NO	Theme	Issue
6	Education and Professional Qualifications	5.1 Specific knowledge of subject(s)
		5.2 Importance of academic qualification(s)
		5.3 Professional qualifications

Source: Data analysis

Clearly, from Table: 5.19 and Figure: 5.6, having a Post-graduation and obtaining a Masters Degree accounts for 50% of the total participants, with 8 managers (MS1, MS2, MS3, MS6, MS7, MS9, MS19 and MS11), who also have a university degree in an academic subject such as: Social Work, Social Science and Commerce. Following this, there are 5 managers (MS8, MS5, MS12, MS13 and MS14), who account for the next largest group at 31%, who have an MPhil qualification in Social Science. There are 2 managers (MS8 and MS16) who hold PhD doctorate degrees and account for 13% of the total.

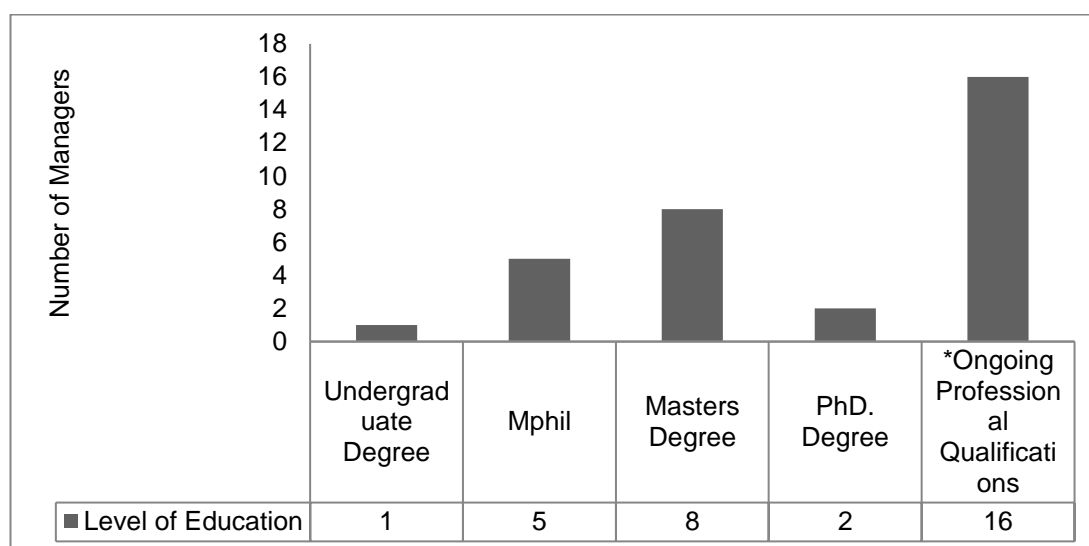
Table: 5.19 Education and Professional Qualifications of NGO Managers

NGO Manager Code:	Education/Professional qualifications
MS1	Masters Degree
MS2	Masters Degree
MS3	Masters Degree
MS4	PhD. in Social Science
MS5	MPhil
MS6	Master's Degree social work
MS7	Master's Degree
MS8	MPhil
MS9	Master's Degree in Social Science
MS10	Master's Degree
MS11	Master's Degree
MS12	MPhil
MS13	MPhil
MS14	MPhil
MS15	B.Com
MS16	PhD. in Social Science
	*Professional qualification(s) is on-going at the work for all the participants which is supported by the NGOs

Source: Data analysis

There is only 1 manager (MS15) accounting for 6%, who has obtained their undergraduate degree/Bcom in commerce studies in India as their highest educational qualification. The NGOs and managers derive from the third sector in the developing country, India, and focus on development work in the community, for empowerment of high-risk target groups within the society and the nation at large. It is an important factor that the NGO managers acquire their educational backgrounds and knowledge expertise relevant and based on Social Science, Commerce and Development subjects and specialism.

Figure: 5.6 Education & Professional Qualification of NGO Managers Percentage



Source: Data analysis

From the data it is evident that not only having a basic educational qualification is essential for the NGO manager, moreover, to have obtained an associated degree in Social Sciences up to PhD doctorate level gives the manager a strong stance in this sector. Additionally, on-going professional qualifications is an important process for all the managers despite their job role at the NGOs, which, although is currently under-developed and is slow-paced, it enables the managers to enhance their existing skills for their own improved effectiveness at work. It is important to mention that the Target Intervention (TI) Project managers account for 50% of the participants, and who work with either Migrants (MWs), People Living With Aids (PLWA), Trucker Drivers (TDs) and Sex Workers (SWs). They attend sporadic, and very short internal training courses provided by the NGOs itself which consists of capacity building initiatives for fieldwork, self-development, people-management and to gain knowledge in order to adopt strategies for Target Intervention (TI) Programme implementation.

Findings: Education and Professional Qualifications (Theme Five)

The analysed data revealed three issue for discussion, with a total of two findings from the analysis. These are outlined in Table: 5.20.

Table: 5.20 Education and Professional Qualifications Findings

No	Theme	Findings
1.5	Education and Professional Qualifications	<ul style="list-style-type: none"> Education and qualifications beyond higher education with specific Social Sciences subject specialism is vital 50% (8) participants hold a University higher education qualifications

Source: Data analysis

5.2.7 Theme Six: Number of People Directly Supervising/Manage

There are four issue for discussion as shown in Table: 5.21.

Table: 5.21 Number of People Directly Supervising/Manage Issues for Discussion

NO	Theme	Issue
6	Supervisor/Manager (Number of people directly supervising/managing)	6.1 Unequal distribution of Managers
		6.2 Nature of managerial workload
		6.3 Scope of managerial authority
		6.4Inequalities in workloads

Source: Data analysis

The aim of this researcher has been to obtain information relating to the nature, views and opinions of the NGO managers roles and responsibilities that help them to carry out their jobs effectively. A question based on how many people the manager is currently and directly supervising and managing, was posed in order to discover how they understand their managerial role and what aspects are important to them. This question also focused on the number of staff that each manager is responsible for. The aim of this question was to identify the span of control the managers have in different job roles across the NGOs.

Table 5.22 and Figure 5.7 indicate the numbers of subordinates and staff allocated to each individual manager and for whom they are responsible. The analysis reveals that all the NGO managers have mentioned the number of staff they are responsible for.

Table: 5.22 Number of Staff Reporting to the NGO Managers

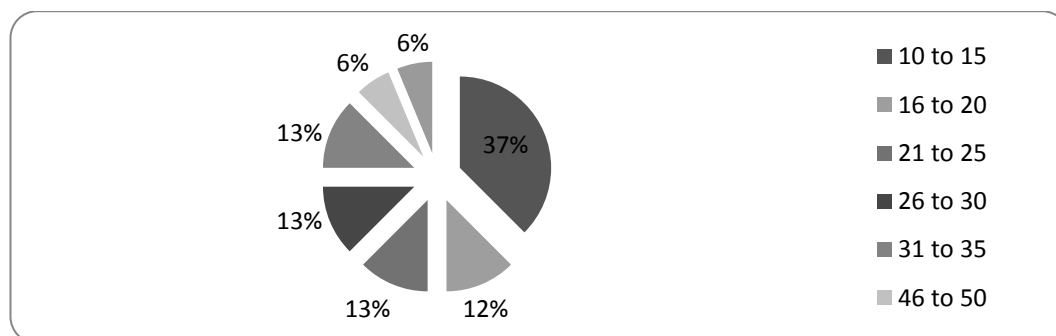
NGO Manager Code:	Description Nature of Staff and Their Job Role	Total Number of People Working Under the Command of the Managers
MS1	CAs: Change Agents (CDWs): Community Development Workers Paid staff, Volunteers	34
MS2	CAs: Volunteers, helpers, Community Development Workers (CDWs)	20
MS3	CAs: Volunteers	10
MS4	CAs: Paid Staff and Volunteer	50
MS5	CAs: Paid Staff and Community Development Workers (CDWs)	14
MS6	CAs: Community Development Workers (CDWs), Medical staff, Doctor, Counsellor	55
MS7	CAs: Community Development Workers (CDWs), Volunteers, Medical Camp staff , Peer educators	23
MS8	CAs: Community Development Workers (CDWs), Medical staff &their team	34
MS9	CAs: Community development Workers (CDWs), Educators, Medical staff & their team	25
MS10	CAs: Community Development Workers (CDWs), & various other staff	30
MS11	CAs: Community development Workers (CDWs), Peer educators, Volunteers, Medical team members	10
MS12	CAs: Community Development Workers (CDWs), Volunteers, Medical team	12
MS13	CAs: Community Development Workers (CDWs), Volunteers, Peer educators, Medical team	15
MS14	CAs: Paid Staff, Volunteers and Community Development Workers (CDWs)	20
MS15	CAs: Office and field Administrative staff	6
MS16	CAs: Paid staff & Volunteers	30
Total		388

Source: Data analysis

From the data provided in Table 5.22 and Figure 5.7, it is important to mention that collectively, there is a total of 388 Change Agents (CAs), who are both paid and unpaid staff, and who are predominantly Community Development Workers (CDWs), Volunteers, Doctors and medical teams directly reporting to, and who are evidently distributed unevenly among the NGO managers. Analysing the data further shows, the highest number of people working under the command of a single manager falls within the 51–55 range (6%), then 46–50 range (6%), followed by a combination of 31–35 range (13%), 26–30 range (13%), 21–25 range (13%), and 16–20 range (12%), and finally, the 10–15 range (37%).

It is important to mention here that NGO managers did not use words and terms such as ‘accountable for’ or ‘responsible for’, to describe their level of control, in fact, they often referred to their supervisory and managerial commands with ‘work under us’ or ‘I have staff working under me’, of which, clearly suggests the existence of classical thinking and traditional approaches and practices within the NGOs.

Figure: 5.7 Number of People Reporting to the NGO Managers



Source: Data analysis

Although the number of people reporting to the managers in each group or category seem very low, it is evident that there are distribution inequalities. This in turn means that those managers who are responsible for the supervision of a larger number of subordinates will undoubtedly have the largest share of the workload, and as a result, will have less time for their own supervision and development.

Findings: Number of People Directly Supervising/Manage (Theme Six)

The analysed data revealed four issues for discussion, with a total of two findings from the analysis. These are outlined in Table: 5.23.

Table: 5.23 Number of People Directly Supervising/Manage Findings

No	Theme	Findings
1.6	Number of people directly Supervising/Manage	<ul style="list-style-type: none">• Staff is unequally distributed among NGO Managers• Managers have less time to for their own supervision and development

Source: Data analysis

This is the only data that has been subject to some basic form of statistical investigation and manipulation, where the data has been presented and summarised in the form of percentages, tables, charts and graphs format using appropriate computer software packages. The remaining data, which primarily constitutes the core and main body of the data is the qualitative data analysis. It has gone through the thematic and conceptual data analysis processes for the extraction of meaning and understanding towards NGO managers' perceptions of their own managerial effectiveness at work among the NGOs in India.

5.2.8 Summary

The demographic questions posed in the prepared consent form has provided an insight into the realistic profile of the NGO managers and the nature of their work. A total of 6 themes, 2 sub-themes, 15 issues and 14 findings have been presented in this section. A total of 14 demographic characteristic findings from this section are also presented in the summary Table: 5.63 in section four.

5.3 Section Two

In this section the Parameters of Effectiveness category will be discussed. A total of 16 varied level NGO managers underwent individual semi-structured interviews. The data is additionally enhanced with data derived from the focus-group interviews carried out with the non-managerial staff members.

5.3.1 Parameters of Effectiveness

The NGO managers were asked a series of questions throughout the individual semi-structured interviews which relate to the eight influencing parameters of managerial effectiveness (Analoui 1999). These parameters focus on the managers (1) perception; (2) skills; (3) organisational criteria; (4) motivation; (5) demands and constraints; (6) choices and opportunities; (7) inter-organisational relationships, and (8) dominant managerial philosophy. The responses to the questions received from the managers which explore the parameters impact on their own effectiveness at work, are analysed and descriptively presented.

Classification of the data identified 8 themes, which are the Parameters of Effectiveness, and each parameter has yielded issues. These parameters and issues will be discussed as shown in Table: 5.24.

Table: 5.24 Identified Themes of Parameters of Effectiveness

No	Main Category	Theme	Issues
2	Parameters of Effectiveness	2.1 Managerial Perception	2.1.1 Characteristics, traits and qualities
			2.1.2 Work schedule
			2.1.3 Various influencing factors
		2.2 Managerial Skills	2.2.1 People related competencies
			2.2.2 Leadership skills acquisition
			2.2.3 Various Training and Development (T&D) factors
		2.3 Organisational Criteria	2.3.1 Relevance of policies and criteria
			2.3.2 Strengths and weaknesses
		2.4 Motivation	2.4.1 Specific leadership qualities and factors
			2.4.2 Rewards contribute towards de-motivation
			2.4.3 Hygiene factors and intrinsic reasons
		2.5 Demands and Constraints	2.5.1 Major factors
			2.5.2 Expectations from superiors
			2.5.3 Various inter-related factors
		2.6 Choices and Opportunities	2.6.1 Authority and limitations
			2.6.2 Advocacy factors
			2.6.3 HRD and Incentives
		2.7 Inter-departmental Relationship	2.7.1 NGOs overall performance for effectiveness
			2.7.2 Communication factors
			2.7.3 Competitiveness / competitive nature
		2.8 Dominant Managerial Philosophy	2.8.1 Multi-faceted school of thoughts and approaches
			2.8.2 Update and modernise practices and approaches

Source: Data analysis

5.3.2 Parameter One: Managerial Perception

There are three issues for NGO managers as shown in Table: 5.25.

Table: 5.25 Managerial Perception Issues for Discussion

NO	Parameter	Issue
2	Perception and Awareness	2.1 Characteristics, traits and qualities
		2.2 Work schedule
		2.3 Various influencing factors

Source: Data analysis

NGO managers were asked: ‘According to your understanding, can you tell me what is managerial effectiveness?’. This was aimed to gain an understanding if managers are aware of (1) the nature, attributes, characteristics and qualities associated to be an effective NGO manager and, (2) to explore their perceptions about their own effectiveness as a NGO manager.

Perceived Nature of Managerial Work

Managers’ responses in Table: 5.26 are wide-ranging and multi-faceted. From ‘managing people’, ‘possess relevant skills and knowledge’, ‘team leader and leadership qualities’ are ranked as their top priority. Having ‘good communicator skills both internally and externally of the NGO’ are equally vital attributes. Being a ‘good planner’, ‘multi-tasker’, ‘understand the work’ and ‘good time-keeping’ is important. Surprisingly, least value of importance include; being ‘diplomatic’, ‘monitor team members’, good decision-making abilities’, and ‘qualified’ and ‘controlling’. Having a ‘positive attitude towards the work’, possessing qualities of ‘promptness and punctuality’, ‘confidence to do the job’ and ‘good coordination’ coupled with ‘clarity of the work’, being ‘passionate’ and ‘use available resources properly’ are ranked as least priority.

The analysis clearly indicates the importance of excellent and unique leadership qualities, improved education, knowledge and, skills and development.

Table: 5.26 Perceived Nature and Characteristics of the Managerial Work

Priority	Description	Total Number of Responses
1	Managing people / ability to manage	6
1	Possess relevant skills and knowledge relevant for the NGOs job	6
1	Team leader / possess leadership qualities / understand people	6
2	Motivate others / Able to motivate others to do the jobs efficiently	5
2	Organised / Good organised person	5
2	Strategic according to the situation/conditions / Easy to tackle eventualities swiftly /Handle difficult situations / Innovative	5
2	Achiever/Performance at work / Reach NGOs targets efficiently	5
3	Good communicator skills inside & outside of the NGO	4
4	Good planner	3
4	Multi-tasker	3
4	Reaching/working towards the NGOs goals and targets/positive outlook	3
4	Understand the work & NGOs work and environment	3
5	Good Time-keeping	2
6	Diplomatic	1
6	Monitor each team member	1
6	Have good decision-making ability	1
6	Qualified to prove abilities to do the job	1
6	Controlling	1
6	Importance	1
6	Positive attitude towards the work	1
6	Promptness and punctuality	1
6	Confidence to do the job	1
6	Good coordination	1
6	Passionate about the work and job	1
6	Clarity of the work	1
6	Use the available resources properly	1

Source: Data analysis

Exploring NGO managers awareness of the nature of their own jobs, and, how they specify the main areas of their managerial work, analysis shows that they place vital importance on the ability to 'manage people' and 'communicate well' at various levels. Being able to 'motivate' themselves and others, apply 'strategic' approaches, 'innovative' and overall, being an excellent 'multi-tasker' is perceived paramount, as quoted;

MS: 'I should able to complete a Project or tasks by using the available resources properly in favour of the programme and NGO. So, I think it's about managing people well, and good organising'

The two focus-group interviews with non-managerial staff members who work under the command of NGO managers, were asked to consider their managers when answering the questions. To understand the awareness and perception regarding the nature and attributes of managerial effectiveness, the analysis reveals that their responses support and compliment their managers own perceptions. From being 'able to motivate others and be a leader by example' as the most highest ranked priority, through to; 'gets the right things done', and is a 'good time keeper', 'committed' and, 'has good intentions', 'is passionate about the work' and 'reaches the set targets' was further suggested. It is evident in the data presented in Table: 5.27 that non-managerial staff identify attributes which relate to their own managers.

Table: 5.27 Non-Managerial Staffs' Perception of Their Managers Effectiveness

Priority	Description	Total Number of Responses
1	Able to motivate others / a leader by example/motivated	6
2	A multi-tasker	3
2	Good communicator/peoples person	3
2	Excellent organiser of self and others	3
3	A confident person who can use the given/limited resources well	2
3	Follows and achieves the NGOs objectives, mission, goals etc.	2
3	Able to Supervise and control the staff working under them	2
3	Good time-keeper and completes the NGOs projects to Schedule on time/Works within a time-frame and achieves/reaches the set targets	2
4	Gets the right things done	1
4	Committed to the job/whole heartedly towards the job	1
4	A very good thinker	1
4	Good decision-maker	1
4	Has good intentions/is passionate about the work	1

Source: Data analysis

Perceptions of NGO Managers Own Effectiveness

Considering the main research question; 'How do the managerial staff of the NGOs in India perceive their own effectiveness?', a question and probes were posed to further explore what their perception is regarding their own managerial effectiveness at work. It is perceived that overall, they are generally effective with the exception of reaching targets, as quoted;

MS: *'Well we do our best to get the jobs done and reach the targets and goals'.*

However, despite this, there are some managers who disagreed, and think that their current level of managerial effectiveness is not satisfactory. Moreover, indications were made by some managers to implement measures that would help increase and improve their effectiveness at work, as quoted;

MS: *'Actually the issue is that at the moment there are some Managers who are still learning, and learning on the job, & they are not one-hundred percent yet.., there is not the same learning or training here as there is in the corporate sector.., so if we NGO Managers get this kind or development training that is near or like this, then I am sure that we can improve ourselves and implement the programmes and projects better, and become more effective NGO Managers'.*

Upon examining their perceptions and understanding about their own managerial effectiveness at work, it is evident that NGO managers have to implement situational strategies, plan, prepare and organise the work according to the projects and specific target groups and, work within a given or limited timeframe. Managers perceive that they have to continually search for new innovative ideas, be self-motivated, motivate others, constantly liaison with their superiors and achieve more in addition to their agreed monthly targets, and to meet numerous other strict deadlines, thus, to become more competitive. In fact, managers perceive that they over-work themselves to reach the targets, which could earn them awards such as; the Manager and Employee of the Month certificates, which, boosts their motivation and confidence to become more effective.

Moreover, measuring NGO managers' effectiveness at work, set indicators are placed and case-studies are carried out in order to understand the impact of their projects at grassroots levels. Thus, managers perceive that the success or failure of their own managerial effectiveness is additionally tested through specific monitoring and evaluation assessments, as quoted;

MS: *'There is one Project that I work for, as a Project Manager, that's the Sex Workers (SWs) targets and hidden Sex Workers in the local areas. It's a challenging Project, because these people are hidden and we have to actually go out there and locate, find them and bring them forward and help them. I have to use very specific strategies depending on the situation. I have the monthly targets for this group of people too, so I have to implement the situational strategies for them, otherwise I will not be very effective in my work. So I will say that my managerial effectiveness can be seen in this one Project that I do'.*

Additionally, accurate project monitoring, evaluation and preparation of field reports must be achieved. Moreover, exploring the managers' typical day at the NGOs, reveals that their work is routine, with numerous meetings and

administrative duties, planning, preparing and distributing workloads according to the target group and situations. To provide accurate and precise communication with stakeholders, monitoring and attention to details of the days' tasks and work by focusing on the NGOs vision, objectives and goals is paramount. Investigative work is primarily carried out for new project implementations, where managers have to become instructors at workshops to train and educate relevant NGO staff members, as quoted;

MS: 'I manage eighteen staff and thirty-five peer educators, and there are about thirty-five thousand target population, and the Truckers (TDs), so I have to be very good at organising myself at the NGO for the day'

The NGO managers were expressive in terms of their awareness and how they perceive their own effectiveness considering the nature of the NGOs itself, and their daily routine duties. Expressions used to describe their working day include; 'informal discussions, meetings and lots of paperwork thought the day', 'planning for the day' in accordance with the NGOs monitoring plan, health Camps 'must be strategically set up accordingly' to the size of the target groups at a 'specific time', and monitoring the health and medical assistance must be 'accurate'.

Focusing on the Parameters of Effectiveness and model (Analoui 1999), managers were asked to state up to three influencing parameters they perceived which contribute towards their own effectiveness at work. Interestingly, NGO managers perceive Parameter one 'Perception' among the top three priorities, as shown in Table: 5.28. This suggests that managers are aware of particular qualities associated to be an effective NGO manager, and further perceive the elements associated to their own managerial effectiveness.

The perceptions represent the characteristics and qualities of an NGO manager of which, is referred to as 'ideal'.

Table: 5.28 Influencing Factors Perceived by NGO Managers for their Own Effectiveness at Work

Priority	Parameter Description	Total Responses
1	Motivation	13
2	Skills & Competencies	12
3	Managerial Perception & Awareness	8
4	Inter-departmental Relationships	7
5	Organisational Philosophy	4
6	Demands & Constraints	1
6	Choices & Opportunities	1
6	Organisational Criteria	1

Source: Data analysis

A question was posed to non-managerial staff members, which aimed to encapsulate and explore the influencing factors of managerial effectiveness; 'In your opinion, what factors influence your managers' to be effective in their job?'. This in turn, is associated to the sub-question which explores the main influencing parameters for managerial effectiveness among the NGO managers, 'What are the main influencing parameters for managerial effectiveness among these NGO managerial staff members?'. Analysis of the data indicates that majority of the responses relate to Parameter two 'Skills' and Parameter three 'Organisational Criteria' of the Model (1999).

Despite facing numerous challenges, managers perceive that holding 'inner beliefs, principles and convictions', with 'will-power and excellent communication' traits contribute towards their effectiveness at work. Being a creative, innovative and democratic leader with non-discriminatory features, coupled with being a relatively good, strong-minded and forward-thinking individual possessing adequate knowledge of the third sector work is equally perceived important for their own increased effectiveness.

Overall, the managers' perception of an effective NGO manager is one who can simultaneously carry out various tasks, is multi-faceted, and has various humanistic qualities and abilities who can confidently deal with people at work. Moreover, as Analoui (1999:367-369) states, the perceptions described not only

represent the characteristics of a manager whom they often referred to as 'ideal', however, the impression is given that effective NGO managers require qualities which are more people-related, and the impression and terminology used to describe these qualities, such as planning, organising, scheduling and disciplining, are indicative of the functional image of the manager as described by early theorists.

Findings: Managerial Perception (Parameter One)

The analysed data revealed three issues for discussion with a total of seven findings from the analysis. These are outlined in Table: 5.29.

Table: 5.29 Managerial Perception Findings

No	Theme	Findings
2.1	Perception and Awareness	<ul style="list-style-type: none"> • Multi-faceted nature and characteristics • Possess unique leadership qualities at various levels • Overall Managers perceived that their effectiveness is either 'effective', 'works well' or is 'unsatisfactory' • Implement strategic and innovative measures to eliminate the challenges and to increase their effectiveness • Managers are over-worked, with set indicators used to measure their performance and effectiveness • Various inter-related issues and challenges contribute towards their effectiveness or ineffectiveness • Highly ranked perceived influencing parameters are: motivation, skills, perception and awareness

Source: Data analysis

5.3.3 Parameter Two: Managerial Skills

There are three issues for NGO managers as shown in Table: 5.30.

Table: 5.30 Managerial Skills Issues for Discussion

NO	Parameter	Issue
2	Managerial Skills	2.1 People related competencies
		2.2 Leadership Skills acquisition
		2.3 Various Training and Development (T&D) factors

Source: Data analysis

Managers were asked to express what kind of skills and competencies they perceive as essential to ensure their own increased managerial effectiveness. Examining the data reveals that the knowledge, skills and attributes which NGO managers perceive vital focus primarily on people-related, interpersonal and analytical skills. Table: 5.31 and quotes further validates that possessing skills such as; having a 'humanistic approach', 'good organiser', 'planner' and 'leadership' competencies indicates that informational skills and task-related skills and competencies are not as important as the former mentioned skills.

MS: *'I must have skills where I can manage and prioritise things in the work, it is very important. Must be active and participate in all the tasks, and it is vital for me to have human related skills like, people-related, and good communications skills, and being confident and competent'*

Table: 5.31 Essential Skills and Competencies Perceived to Ensure Increased NGO Managers Effectiveness

Priority	Description	No of responses
	People-related	
1	Positive attitude	10
1	Understand the job	10
1	knowledge of the work	10
2	Humanistic Approach	6
2	Ability to develop staff	6
2	Motivator skills	6
3	Appreciate others / subordinates	3
	Interpersonal Skills	
1	Excellent communication skills at all levels	10
2	Good preparing, organising, planning skills	9
3	Leadership skills and qualities	3
4	A good organiser / prioritise workloads	2
5	Problem solving skills / dealing with problems	1
	Analytical Skills	
1	Decision-making / problems solving skills	3
1	Confident and competent person	3
2	Logical thinking and Innovative	2
2	Active participation in grass root planning and implementation	2
3	Ability to keep updated on the management approaches	1
3	Able to follow NGOs guidelines	1

Source: Data analysis

The mentioned skills and competencies as Katz (1974), Mumford (2000) and Analoui (1999) state, are inter-related and vary according to the level of managerial responsibility.

Non-managerial staff identify four similar skills relevant for their managers increased effectiveness. Priority is given to 'organising ability', 'effective communication', 'delegation', 'loyalty and dedication', and, 'leadership and supervisory skills'. Followed by 'good human relations' skills, 'time management',

ability to 'motivate others' and the least being 'good planning' skills, as shown in Table: 5.32.

Table: 5.32 Non-Managerial Staff Perceived Managerial Skills Required for Increased Effectiveness

Priority	Description	No of responses
1	Organising ability	4
2	Effective communication	3
2	Delegation	3
2	Loyalty / Dedication	3
2	Leadership skills and Supervisory skills	3
3	Good human relation skills	2
4	Time Management	1
4	Ability to motivate others	1
4	Analytical skills	1

Source: Data analysis

The analysis of the data also reveals aspects relevant to NGO managers' perception of their own training and development (T&D), experience and competencies as an important issue for discussion relating to NGO managers development.

Reviewing the main research question and focusing the analysis with particular attention to the sub-research question: 'What HRM and HRD strategies and policies are crucial for the NGO managers continued managerial effectiveness?', managers were asked two inter-related questions on the importance of skills, training and development (T&D), and its impact on their own managerial effectiveness at work. The objective of these questions was to identify if managers are aware of; (1) managerial development, (2) to identify the nature and influencing factors of training and development available to them at the NGOs, and (3) to understand their perceptions of training and development (T&D) needs through which they can develop and improve their skills, competencies and knowledge for their own increased effectiveness at work.

Classification of the data reveals that NGO managers identify and describe vital information which relates to human resource management (HRM) and human resource development (HRD) strategies, and policy implications for NGO managerial Staffs' effectiveness.

Perceived Awareness of What Kind of Training and Development (T&D) is Useful and Relevant

All the NGO managers have some degree of awareness of managerial training and development (T&D). Despite that T&D limited, it is useful to some degree, which contribute towards their increased effectiveness at work in some way or the other. There is no doubt that it benefits the NGO managers, however, It is obvious that managers feel a sense of constraint and identify the need for improved T&D which will contribute towards improving their managerial working styles and effectiveness, as quoted;

MS: 'Yes of course they do, whatever the training I get from the NGO it does help me to plan, prepare and implement the projects, & this has helped me to be effective for sure. But it needs to be improved..., I feel the training is little out of date or needs to be better somehow, if this happened, then I am sure it will definitely increase my effectiveness in my job here'

Managers are aware of various training and development (T&D) available to them at the NGOs, and perceive that without training, their work is challenging, thus, they are unable to implement and carry out their tasks effectively at work. Despite this, managers perceive an awareness of the positive influencing factors for their own increased effectiveness include; 'increased motivation' adopting suitable 'strategies and techniques', 'knowledge is enhanced' and current NGO projects 'exposure' at local, national and global levels is additionally encouraged, as quoted;

MS: 'Well looking at it from the current globalisation perspective, I think that the current managerial development at the NGO, helps me think about what needs to be done for the future or further development of the Project I am carrying out, .. & it also helps me to become more motivated, programme advertising techniques and strategies are shown to me, & competition.. I mean what do I need to think about to get my Project successful in the wider local NGO community and also at national and global scale is also shown to me in some of the training development I have been on'

Table: 5.33 indicates NGO managers awareness of some training and development (T&D) which is linked to specific skills including: 'active', 'natural', 'combination', 'accessory', 'programme', 'inspire', and 'activities' training. Managers perceive analytical and interpersonal skills relating to; 'professional T&D followed by various 'communication', 'people' and 'personal' development as their priority towards their increased effectiveness at work.

Table: 5.33 NGO Managers Perceived Awareness of Useful and Relevant Training and Development (T&D)

Priority	Description	Total Number of Response
1	(Analytical) Professional; education, subject knowledge of what's going on in Third sector, leadership skills, managerial skills, and in & financial skills	23
2	(Interpersonal) Personal; critical, self-evaluation, self-development, stress remover training	18
3	(Analytical) People- related; people, project management & skills, Humanistic approach training	14
4	(Analytical) Communication related; motivation from seniors	11
5	(Creative thinking) Innovative skills	5

Source: Data analysis

The focus-group discussion with non-managerial staff, is supportive in implementing measures which can contribute towards their NGO managers improved skills and increased effectiveness, these include;

- Provide the managers with more adequate continuous/on-going professional training & development
- Develop managers skills for the work
- Soft-skills & management abilities need to be developed/improved
- Provide resources to increase the managers knowledge about the NGO Sector work in India & at international level

Source: Data analysis

It is obvious that training and development (T&D) has a vital role for NGO managers' effectiveness at work. Strengthening the NGOs managerial capacity and development with strategies to include; 'selective training', 'creative thinking' for innovation, 'group dynamics and processes', 'conflict resolution techniques', and effective 'handling of human resources', as perceived by the managers is paramount. The ability to possess skills where managers can 'diagnose weaknesses is additionally vital for implementation of innovation into their work. Moreover, managers are aware of useful skills and relevant training and development (T&D) which can contribute towards their improved and increased effectiveness at work. Consequently, other than receiving the in-house 'fresher training' upon joining the NGO, managers perceive that more attention to providing them with regular, on-going training and development (T&D), which is specific and relevant to their areas of work is essential for their own increased effectiveness at work.

Thus, for NGO managers, it is vital to ensure that they receive specialised training and development which are unique and specifically match the nature of their work as Sokkie (2013) states, NGOs now have a high demand for skilled managers in order to help the organisation function at its best.

Training and Development Frequency

Assessing the data reveals that NGO managers receive sporadic training opportunities to develop their managerial skills as a whole. It was emphasised by some managers that they receive in-house training at the NGOs which is

undertaken roughly between one to three months, and sometimes every six months only. Moreover, managers express the vital 'need' to receive more adequate and frequency of training and development (T&D) throughout the year as quoted;

MS: 'At the moment here at the NGO, we get the training as and when needed to be honest. It should be about every three months and also I need more training and development really. As a Manager, we should get annual training, and it is important to have a review and to get the opportunity to develop as a manager more'

Furthermore, to attend regular 'monthly' or 'bi-monthly' mini training and development sessions, and interval training every three to four months is further stressed by NGO managers. Although concerns were raised for being away from the field for up to 'four to five days' or even longer at a given time, managers further expressed that some kind of 'annual' or 'every six months' in-depth managerial staff training and development should exist. Moreover, implementing annual reviews will additionally identify and determine their training and development (T&D) requirements and needs, as quoted;

MS: 'Well firstly, I think every month we need to have some basic skills and knowledge gaining development exercises itself, ... and once a year we managers should be given a training course to become updated to understand the nature, duties etcetera, of what and how a manager needs to be, and how to become effective, it is very important'

NGO managers frequently expressed their desire and need to receive more specific and specialised training and development (T&D) to take place at both in-house and outside of the NGOs settings. Both Sokkie (2013) and Sharma (2015:8-11) indicate that in NGOs where managerial training and development (T&D) duration is inadequate, retaining highly skilled and qualified managers and keeping them motivated is a problem in the current NGO environment, and thus, it is vital that managers training and development needs should be identified and be adequately fulfilled. Thus, it is evident that the NGOs management need to spend and invest more on their managerial staffs' training and development (T&D) programs of which, they need appropriate guidance and management.

How Up To Date is Managerial Training and Development (T&D)

Almost all the NGO managers stressed the current training and development (T&D) available to them primarily consists of adapting to traditional styles and methods. Further expressing it as either a 'mixture of both old and new styles', a 'go-with-the flow' or 'school style' approaches to training. Moreover, their learning consists of; workshops, group-discussions and coaching. In desperation, some managers even expressed that they sometimes have to learn from a manager who has just been 'newly trained', and thus, termed it as 'non-existent approaches' to their training and development (T&D) as quoted;

MS: 'We are doing what we can manage with, so some of us are trained with the newer skills, we learn from one another this way. We have old and new styles and methods. It should be changed and modernised with new methods and approaches, we can also be trained and get the knowledge of how other outside, international, modern NGOs work and implement their programmes too,.. we should also get the chance to work like this, so we can make our work recognised too'.

The NGOs management as a whole identifies the need for change, and is trying to understand which best approaches to adopt. Nevertheless, all the managers stress the vital need to make improvements to these traditional and basic methods and approaches for their training and development (T&D) needs by introducing new modernised, up-to-date strategies and approaches to use with or alongside existing methods that will work well, as Ramzan (2013) stresses, there is a paramount need to abolish NGO managerial training and development (T&D) techniques which have traditional traits, and instead adopt innovative techniques which will improve NGO managers effectiveness. Moreover, as Analoui (1999) states, managers are more aware of the need and importance of obtaining skills that enable them to work with people, as most managers identify that they cannot be effective unless they work with or through people.

Findings: Managerial Skills (Parameter Two)

The analysed data revealed three issue for discussion, with a total of five findings from the analysis. These are outlines in Table: 5.34.

Table: 5.34 Managerial Skills Findings

No	Theme	Findings
2.2	Managerial Skills	<ul style="list-style-type: none"> • Skill are focused on people-related, inter-personal and analytical skills • Need to update, improve and strengthen all aspects of Training & development for Managers • Analytical, interpersonal skills, and personal development is perceived as a priority T&D factor • Internal and external choices and opportunities for T&D need to be available for Managers • 'Annual reviews' need to take place to identify and determine Managers T&D needs

Source: Data analysis

5.3.4 Parameter Three: Organisational Criteria

There are two issues for NGO managers as shown in Table: 5.35.

Table: 5.35 Organisational Criteria Issues for Discussion

NO	Parameter	Issue
3	Organisational Criteria	3.1 Relevance of policies and criteria
		3.2 Strengths and weaknesses

Source: Data analysis

Managers were asked to provide their opinions regarding the NGOs criteria and policies, and if it has an impact in any way on their own effectiveness at work. Considering the wide-ranging cultural specifications, nature and traits the NGOs operate in, it is evident that particular criteria of working are designed, adopted and standards are set specifically for this third sector environment, of which, contributes towards measuring NGO managers effectiveness.

Almost all the managers agree that in some way or the other, the NGOs policies and criteria certainly play a vital role and impact towards their increased effectiveness at work. Criteria such as 'setting indicators' and 'meetings' and expectations are pre-determined, and set by the NGOs management itself

without managers involvement, hence, managers perceive these as ones which must be taken seriously and achieved in relation to their own increased effectiveness. Table:5.36 shows the most widely used criteria include; applying a 'humanistic approach to the work', the adoption of 'staff equality across all sites', and the 'implementation of faith and harmony into the work'. A 'gender policy for equality and non-discrimination' are also among the most vital aspects of the NGO policies and criteria, as quoted:

MS: 'This NGO is a faith based NGO, the founder was from Ireland, so we are religious based and we implement as much as possible the faith element into all our work here at the NGO. We are also very humanistic and use this approach too., it is very important that these two things are there, and they are in harmony together in favour of the programmes, projects, camps and to reach out to the target groups and things..,'

MS: '..because of the good policies, ethos and working relationships, like the General Policy we have it takes every single person working at the NGO as equal., so there is no discrimination there, and that's very important where we work and especially in India it's even more vital because of the many social and gender specific aspects going on. So yes, I would say that my effectiveness is better in one aspect because of these kind of policies in place at the NGO.

Managers perceive that the policies and criteria do 'support and provide guidance in reaching the NGOs overall objectives and goals'. Additionally, 'reaching target groups', 'meeting targets' and 'punctual report writing' are important factors for determining their own effectiveness. Other criteria such as 'having a clear plan and outline', 'communication', and the ability to 'motivate themselves and others', and adhering to 'NGOs rules and regulations' are considered equally important. Moreover, considering the nature of their work which involves the empowerment of high-risk group members, and, urban and rural community development, managers are expected to attain beyond targets, and are encouraged to be innovative and noticeable at local, national and international levels as much as possible. Receiving a certificate for work well-done through to the rare publication of project work carried out with members from the high-risk groups is perceived as becoming visible, and for job advancement with other prominent organisations within the third sector environment both within India and abroad is furthermore, strengthened.

Table: 5.36 Widely Used Criteria Perceived by NGO Managers

Priority	Description	No of responses
1	Apply humanistic approach	14
1	Staff equality across all sites	14
1	Implement faith and harmony	14
1	Gender policy for equality and non-discrimination	14
2	Meeting Targets	12
2	Punctual report writing	12
3	Planning abilities	8
3	Motivating self and others	8
3	Rewards, certifications and publications	8
4	Time management and scheduling	7
4	Self-discipline	7

Source: Data analysis

Table:5.37 indicates the influencing factors non-managerial staff perceive as important for their managers increased effectiveness, these include; 'meeting targets' and the 'successful completion of NGO projects' together with a 'commitment towards the NGO and its policies and guidelines'. Additionally, NGO managers also state that criteria such as; 'time-management' and 'scheduling', 'punctual administrative' tasks and the ability to 'learn from other staff members' at the NGO, are important influencing factors for their own increased effectiveness at work.

Table: 5.37 Non-Managerial Staffs' Perception of Organisational Criteria for Their Managers Effectiveness

Priority	Description	No of Responses
1	Meeting Targets/ Successful completion of NGO projects/ Commitment towards the NGO and the work/ Following the NGOs policies and guidelines	7
2	Planning abilities/organised	5
3	Self-motivation	4
3	Self-discipline, responsibility, control & authority	4
4	Time management & Scheduling	1
4	Punctual administrative tasks	1
4	Ability to learn from other staff members at the NGO	1
3	Motivating self and others	1
3	Rewards and certifications	1
4	Time management and scheduling	1
4	Self-discipline	1

Source: Data analysis

Although NGO managers are aware of their expectations, they are largely responsible and expected to plan, self-motivate and achieve targets according to the NGOs policies and criteria. Hence, as Analoui (2010) states, from the organisations perspective, the most important criteria for managerial effectiveness is; increased productivity, competitively and self-motivation, time management and the achievement of targets and goals.

Findings: Organisational Criteria (Parameter Three)

The analysed data revealed two issues for discussion, with a total of five findings from the analysis. These are outlined in Table: 5.38.

Table: 5.38 Organisational Criteria Findings

No	Theme	Findings
2.3	Organisational Criteria	<ul style="list-style-type: none">• All Managers agree that the policies and criteria are vital, impact and influence their own increased effectiveness• Perceived vital criteria include: having a 'humanistic approach' to the work, 'Staff equality across all sites', the 'implementation of faith and harmony', a 'gender equality policy' and 'non-discrimination' throughout the workplace, and field sites• There are various other policies and factors including: a 'general policy' is perceived as relevant which contribute towards their increased effectiveness• Priority is given to 'following the NGOs policies and guidelines', and perceived as contributing towards their increased effectiveness• Managers perceive that the policies and criteria are designed in favour and only purpose for getting funding Managers perceived this demotivates them and contributes towards their ineffectiveness at work

Source: Data analysis

5.3.5 Parameter Four: Motivation

There are three issues for NGO managers as shown in table: 5.39.

Table: 5.39 Motivation Issues for Discussion

NO	Parameter	Issue
4	Motivation	4.1 Specific leadership qualities and factors
		4.2 Rewards factors
		4.3 Hygiene factors and intrinsic reasons

Source: Data analysis

This research explores the eight parameters of effectiveness among NGO managers in India, and how they perceive their own effectiveness at work. In line with the sub-research question which explores the main influencing parameters for their effectiveness, an important question was posed to extract their opinion regarding motivational factors associated to their own perceived effectiveness.

The data reveals in order of priority that, motivational factors relate primarily to hygiene factors and intrinsic reasons as a whole, as quoted:

MS: *'I work for the betterment of the visible and hidden Truck Drivers (TDs) & it is a very different or a unique kind of work I do, & when I get my target group moving forward I really do get a sense of satisfaction, this motivates me, .. it's a different energy and motivation that drives me.., I have the freedom for decision making, authority, so this is very important, and it also motivates me'*

NGO managers perceive 'job satisfaction' as their main priority for increased effectiveness. Considering the nature of their work, motivators such as having the ability to associate a 'religion or faith into their work', the 'empowerment of high-risk group members', 'women empowerment', a sense of 'purpose, and inner-satisfaction' are vital. Table:5.40 further shows that along with humanitarianism and community service, managers identify 'remuneration' and 'training and self-development' (T&D) factors' among their perceived top priority motivators. Additionally, 'appreciation and recognition from superiors' for work well-done, 'own motives and goals' through to extrinsic reasons of 'leadership power' and NGO prestige and awareness' are also relevant factors for their increased effectiveness at work.

Table: 5.40 Motivation Factors of NGO Managers Increased Effectiveness

Priority	Description	Total Number of Responses
1	Job satisfaction	14
2	Remuneration	12
3	Training and self-development	11
4	Appreciation and recognition from Superiors	2
4	Leadership power	2
5	Own motives and goals	1
5	NGO reputation / public awareness / Prestige	1

Source: Data analysis

Further analysis reveals that issues relating to inadequate salary, benefits and bonuses, funding and, the lack of training and development (T&D) constitute as the main factors for their ineffectiveness at work, as quoted:

MS:'. I am already getting a basic salary for the work I am doing, but nothing other than that, anything else in addition to this is like a feel-good factor, a self-satisfaction feeling. The work I have put into the project work, it needs to get more recognised and appreciated, but actually much more training and development is needed which as a responsible NGO manager I am lacking, and this needs to be changed so that I can be much more productive and effective in the work I do'

Non-managerial staff members agree that as a whole, motivation plays a vital influencing factor towards their managers increased effectiveness. It is important to mention that factors like; being 'motivated' and 'own motivation', 'purpose' and 'contributing to the society and community development' are the perceived influencing factors they associate as relevant for their managers' effectiveness at work.

These and other factors are inter-linked challenges associated to issues relating to the NGOs rewards system, financial resources, and, training and development (T&D) which managers have to continually contends with. Adversely, these contribute towards NGO managers' ineffectiveness at work, as Frontera (2007) indicates, there are various motivational factors which have a direct influence on NGO managers' effectiveness and, that both personal and professional needs of the NGO managers are paramount for their increased effectiveness at work. However, factors linked to 'satisfaction to do the job', 'community development', and, 'the opportunity to participate towards the betterment of society', are the main motivating factors towards the NGO managers increased effectiveness.

Findings: Motivation (Parameter Four)

The analysed data revealed three issue for discussion, with a total of five findings from the analysis. These are outlined in Table: 5.41.

Table: 5.41 Motivation Findings

No	Theme	Findings
2.4	Motivation	<ul style="list-style-type: none"> • Priority is given to 'satisfaction to do the work', 'contributing to community development' and, 'giving back for the betterment of society' • Perceived factors for Managers motivation also include, to receive 'appreciation of work from top management', 'freedom to make decisions', 'Choices, authority and control', and to associate a 'religion or faith to humanity work' • Most vital factors for their increased effectiveness relate to 'hygiene factors' and 'intrinsic reasons' • Perceived that 'extrinsic reasons' and 'own motives' are less important motivational factors when considering their effectiveness at work • Inadequate salary, benefits and bonuses, funding and, the lack of training and development constitute ineffectiveness

Source: Data analysis

5.3.6 Parameter Five: The Degree of Demands and Constraints

There are three issues for NGO managers as shown in Table: 5.42.

Table: 5.42 The Degree of Demands and Constraints Issues for Discussion

NO	Parameter	Issue
5	Demands and Constraints	5.1 Major factors
		5.2 Expectations from superiors
		5.3 Various inter-related factors

Source: Data analysis

Examining the parameters of effectiveness within the workplace is impossible without considering the constraints and demands which managers contend with. There are factors which hinder their progress and hence, need to be re-examined for managers increased effectiveness (Analoui 1999:736). Managers were asked to state any factors that restrict, demand or constraint them from being an effective NGO manager. Analysis of the data clearly shows that the existence of

major demand and constraint factors which have a negative impact on their effectiveness at work exist. These include and are shown in Table: 5.43.

Table: 5.43 Demands and Constraints Factors for NGO Managers Effectiveness

Priority	Description	No of Responses
	Demands	
1	Time limitations	13
2	Challenges in meeting targets and groups	12
3	Meet various expectations	10
	Constraints	
1	Lack of adequate Training and Development (T&D)	14
1	Financial constraints	14
2	Lack of control and authority	12
2	Must obtain prior permission	12
3	Lack of communication & cooperation	10
3	Basic remuneration	10
3	Shortage of appropriate staff	10
4	External factors - Social/ Society, Political interferences	9

Source: Data analysis

The analysis indicates various inter-linked demands and constraints placed upon the NGO managers, of which, almost all factors relate to the internal elements of the NGO organisation itself.

- **Time limitations, Challenges and Expectations**

Most importantly, managers perceive that the high level of ‘administrative tasks and duties’ is overly ‘time-consuming’ and is something that ‘must be done’ in order to get the programmes and projects operational, and, even more so, for ‘transparency purposes’. Some managers express that they even stay extra time or have to resort to using their lunch breaks to catch up with the menial administrative tasks. Moreover, meeting the expectations of their superiors, the NGO management, donors and collaborators are all additional demand factors

which highly pressurise the managers to challenge their time-management even further with regard to the completion of projects.

- **Minimal training and development (T&D), lack of appropriate staff, and remuneration relate to ‘lack of funding’**

Managers perceive training and development (T&D) as a major constraint which contributes towards their ineffectiveness. It is obvious that the lack of appropriate staff and factors related to remuneration are associated to the ‘lack of funding’, as quoted;

MS: ‘At the level of implementing any programmes or projects there is lots of limitations at the budget level. I have to implement a Project but I have a very tight budget to do this. See, if I want to start something innovative or creative for the HIV/AIDS target groups or the Migrants, I need money, I need funding, there is time limitations.., so there are these kind of limitations which do constraint me from being an effective manager’

Other inter-linked internal factors which call for concern are the ‘lack of communication’ among staff members, ‘limited authority for decision-making’ and managers having to ‘obtain prior permission from relevant departments and sections’, involves numerous unnecessary beurocratic visits, meetings and frustration of which, ultimately contribute towards ineffectiveness among the NGO managers.

- **Basic Remuneration**

The fact that ‘basic remuneration’ is a third priority from those already mentioned, it is important to mention that elements associated to maintenance factors such as the ‘low salary and basic rewards’ are in fact, perceived a major culprit which contribute towards managers ineffectiveness. Such factors also contribute towards NGOs being unable to obtain and retain adequate and the much needed managerial Staff.

- **External factors - Social/Society factors, Political interferences**

Some external factors linked to social attitudes towards the NGOs work and their target groups, coupled with cultural traits, norms and values continue to prevail, and ultimately impact managers effectiveness at work, as quoted;

MS: *'Well there is always some problems or issues related to society factors which have been challenging sometimes. Like it has been difficult to educate the rural population, I mean the village people in the remote rural areas sometimes because of travel and distances, location is sometimes difficult to reach, their mentalities are restricted and they usually have a fixed mind-set for various issues. Unfortunately a wide variety of discrimination exists and is still a very big problem here in modern India'.*

Managers perceive that the current degree of demands and constraints are further heightened by mandatory 'meeting attendances' at grass root level through to managerial levels, and, with limited and 'minimal training and development' (T&D), they struggle to meet the targets and expectations. These are expressed as major culprits and contributing factors that present restrictions, demands and constraints upon their own effectiveness at work, as Analoui (1999:379) states, this leave Managers with very little choice to determine their own level of effectiveness.

Findings: The Degree of Demands and Constraints (Parameter Five)

The analysed data revealed three issues for discussion, with a total of four findings from the analysis. These are outlined in Table: 5.44.

Table: 5.44 The Degree of Demands and Constraints Findings

No	Theme	Findings
2.5	Demand and Constraints	<ul style="list-style-type: none"> • There are various inter-related demands and constraints • Financial constraints, delays and budgeting concerns • Meeting management and donor expectations results in pressure and challenging demands • Managers volunteer their own time to address high volume of administrative duties for transparency purposes

Source: Data analysis

5.3.7 Parameter Six: Choices and Opportunities for Effectiveness

There are three issues for NGO managers as shown in table: 5.45.

Table: 5.45 Choices and Opportunities Issues for Discussion

NO	Parameter	Issue
6	Choices and Opportunities	6.1 Authority and limitations
		6.2 Advocacy factors
		6.3 HRD and incentives

Source: Data analysis

The choices open to managers in order to be effective at work are primarily determined by the degree of demands placed on them and the constraints in their job (Stewart 1982, 1991). NGO managers were asked to explain what choices and opportunities they perceive influence their own effectiveness at work. Analysis reveals that factors relating to various internal and human resource development (HRD) opportunities. Additionally, managers expressed ways to deal with and improve the current situations for their own increased effectiveness at work as paramount.

Factors such as the opportunity to obtain ‘freedom of choice’ to plan and prepare schedules of work, ‘power and authority’ to use the available resources in favour of the projects without having to get prior permissions, are perceived vital elements for their own increased effectiveness. Advocacy among stakeholders further indicates an ideal opportunity for managers to network better and build contacts at various levels, as quoted;

MS: *‘I would like to be able to make the choice or make the decision to spend as I want (within limitations) for the programme. I have to manage all the programme with all the financial supports and human resource, but without the prior information or permission from the Trustees I can’t handle it, or we cannot proceed. I hope that the whole and sole responsibility should be given to the particular Manager in charge to handle the job and the financial and budgetary control, it will be much easier’*

Moreover, as managers consider training and development (T&D) enhances their effectiveness at work, the limited quality of it provided by the NGOs, is thus, perceived inadequate in meeting their needs. Furthermore, managers express that there is hardly any opportunities to train or develop them which will allow them time away from the workplace for lengthy periods of time. Other than undertaking the introductory ‘fresher’s training’ at the NGOs upon commencement of their employment, there is hardly any sign to employ better local or external training and development (T&D) opportunities. Moreover, the opportunities to attend regular internal, on-the-job training workshops and professional development to meet their managerial needs such as; acquiring adequate administrative and financial budgeting skills, is perceived to contribute towards their own increased effectiveness at work. The importance of accessory and inspirational training cannot be ignored as managers believe that they require more relevant opportunities for their progression, as quoted;

MS: *‘If there is a Manager who has been working for five or six years, then there should be some NGO criteria that develops that Manager in terms of higher post, higher salary, better incentives and bonus. Some kind of motivation parameters should be there to allow this kind of development for the Managers I think, & this is a benefit for our increased managerial effectiveness’*

In Table: 5.46, top priority is given for better opportunities and working conditions through training and development (T&D) and, decision-making authority, which is perceived to contribute towards their own increased effectiveness at work.

Table: 5.46 Managers Perceived Choices and Opportunities

Priority	Description	Total Responses
1	Capacity building / Training & development / accessory training, inspiration straining	13
2	Freedom & authority to make decisions	6
3	Knowledge sharing	1
3	Exposure at global levels	1
3	Better advocacy	1

Source: Data analysis

Almost all NGO managers agree for a re-evaluation of the choices and opportunities available to them. They are aware of third sector opportunities at national and international levels, and mentioned some opportunities to develop themselves through improved advocacy, knowledge sharing and exposure at national and global levels through workshops, training courses and seminar visits in India and hopefully abroad, as quoted;

MS: *'When a manager starts work here there needs to be motivation, encouragement, influence and aspiration, and appraisals progress. The opportunity to develop further in the job for a position, training and development, choose the kind of programme or projects to implement, the choice to choose the target groups, and the ability to be able to reach the management teams or committee or trustee members without any hesitation should be there'.*

The perceived choices and opportunities relate to demands and constraints and the absence of adequate NGO manager appraisals, indicate the presence of non-existent choices and opportunities. The notion that managers often have to somehow 'manage and learn on the job' and 'get on with the job' often encourage managers to consider alternative choices and opportunities for themselves. Aspiring for better training and development (T&D), attending workshops and seminars preferably at national and international levels is perceived by NGO managers as career advancement and getting noticed by larger local, national and international third sector organisations, of which, they aim to work for. Hence, the exploration of these choices and opportunities indirectly shows the presence of some person-cultures (Analoui 1999:382) amongst the NGO managers.

Findings: Choices and Opportunities for Effectiveness (Parameter Six)

The analysed data revealed three issue for discussion, with a total of five findings from the analysis. These are outlined in Table: 5.47.

Table: 5.47 Choices and Opportunities for Effectiveness Findings

No	Theme	Findings
2.6	Choices and Opportunities	<ul style="list-style-type: none">• Various factors relate to demands and constraints• Need for more advocacy to network better, and build contacts at various levels• Aspire for improved capacity building, T&D and better working conditions for increased effectiveness• Managers are aware of Third Sector, and the need for more 'multi-opportunities' at national and international levels• Choices and opportunities indicate the presence of some 'person-cultures' among Managers

Source: Data analysis

5.3.8 Parameter Seven: Nature of Inter-Organisational Relationships

There are three issues for NGO managers as shown in Table: 5.48.

Table: 5.48 Nature of Inter-Organisational Relationship Issues for Discussion

NO	Parameter	Issue
7	Nature of Inter-Organisational Relationship	7.1 Inter-Departmental factors
		7.2 NGOs overall performance for effectiveness
		7.3 Competitiveness / competitive nature

Source: Data analysis

NGO managers were presented with a question which asked them to express their perception regarding the inter-organisational relationship at their NGOs, and particularly what is it about this that influences their own managerial effectiveness at work. Managers expressed explicit factors, concerns and place important emphasis to the inter-departmental relationships within their NGOs itself, rather than the relationships with external organisations linked to the NGOs.

In India, the NGO sector has usually been fragmented and ideological differences and intense competition for funding and recognition as Rajasekhar and Nair (1995) state, prevent the formation of networks. Despite this, NGO managers are aware of the need to establish relationships with other NGO staff members

and links between their own NGO and other organisations too. They perceive the need to constantly intensify these connections within the community are vital, especially as the country is going through major transformations.

Almost all the managers perceive that their effectiveness at work is primarily affected by the overall performance and effectiveness of the NGO itself. Evidently, there is a two-way relationship between their own effectiveness and the NGOs. Managers perceptions of good communication and relationship consists of a 'pleasant atmosphere', 'achieving results in harmony', existence of a 'support network' among the staff, 'cooperation and regular monthly meetings' with all section and department managers are vital for their goal attainment and overall effectiveness at work. Despite the nature, size and number of people working at the NGOs, a vital factor is that all the managers perceive the importance and need for establishing a healthy communication-link and relationship between themselves and various sectional, departmental and field-site managers at the NGOs is vital for their own increased effectiveness. The need to intensifying these connections should not be overstated, as quoted;

MS: 'See, when we need to develop a Project and if our communications is not good, then its only our own bad luck., so if we develop the communication to be stronger between all the departments at the NGO then its better and positive for us..., It becomes an advantage for us that a manager in the field becomes more successful in our works'

Managers perceive it an important factor to be informed and 'know what is going on' in the other departments, sections and sites at their NGOs. The regular monthly managerial meetings are an opportunity to do this, in addition to the monitor activities, and further look for potential opportunities which may benefit them and the projects they are working on, as quoted:

MS: 'Here the interdepartmental relationship is healthy, which results in achieving the qualitative and quantitative targets of all the projects. These relationships should always be improved because there are three HIV/AIDS offices and we have to communicate well or properly to each other to link together our works and things, and to help each other too. We have bio-monthly meetings too'.

Despite this, managers state that factors such as ‘rivalry’, ‘competition among staff’, and a sense of ‘superiority’ from certain members in various departments and sections exists, which hinder and pose delays and challenges for their own effectiveness at work. It is however, seen that having a ‘common goal’ among all the NGO staff does help to eliminate, or at least reduce this factor, as quoted;

MS: *‘Well there is a good relationship, but.., there is also some rivalry going on or some competitions going on sometimes within the staffs of the departments. It does take time sometimes to get the jobs done, like getting the some paperworks done and completed from one department and another department can take a long time for approval sometimes, but in the end, because we are all working towards the same goal for the NGO, it eventually gets done... but yes, there are some challenges here, so it needs to be improved and develop more better I think’*

Relationships within an organisation are important to learning processes and effectiveness. All the managers show awareness of the vital need to be engaged in healthy inter-departmental and inter-organisational relationships. Evidently, a competitive nature and a sense of superiority exists to some degree among some staff members, which needs to be eliminated and strengthened with a sense of togetherness. Thus, establishing good, healthy communicative relationship which contribute towards enhancing NGO managers own effectiveness at work, collaborations with various organisations and ultimately achieving the NGOs overall common goal and vision.

Findings: Nature of Inter-Organisational Relationships (Parameter Seven)

The analysed data revealed three issue for discussion, with a total of four findings from the analysis. These are outlined in Table: 5.49.

Table: 5.49 Nature of Inter-Organisational Relationships Findings

No	Theme	Findings
2.7	Nature of Inter-Organisational Relationships	<ul style="list-style-type: none"> • Two-way relationship between Managers and the NGO • Various inter-departmental relationship factors exist • Challenging factors pose delays and ineffectiveness • Need to strengthen relationships

Source: Data analysis

5.3.9 Parameter Eight: Dominant Managerial Philosophy

There are two issues for NGO managers as shown in table: 5.50.

Table: 5.50 Dominant Managerial Philosophy Issues for Discussion

NO	Parameter	Issue
8	Dominant Managerial Philosophy	8.1 Multi-faceted school of thoughts and approaches
		8.2 Update and modernise Management practices

Source: Data analysis

Dominant managerial philosophy in an organisation influences the activities, operations and the culture which are an integral part of it (Analoui 2007). It acts as a basis for the formation of the leadership styles (Analoui et al. 2011), and moreover, it influences the roles performed by the staff, and effects the flow of information and decision making, along with the informal and formal relationships among the people in the organisation. The leadership of the organisation provides the standard for the patterns of behaviour and therefore, has proven to be a decisive factor in determining the effectiveness of the NGO managers.

Managers were asked to describe their opinion regarding the managerial style and practices at their NGOs. The data has identified the existence of specific dominant managerial philosophy and practices. Managers overwhelmingly perceive these practices to contain features and traits relevant to humanistic, democratic, participatory and strategic approaches. Table: 5.51 further shows that a mixture of mostly traditional and minimal modern approaches are the dominant managerial approaches used at the NGOs.

Table: 5.51 Managers Perceived Opinion of Managerial Style and Practices at Their NGOs

Priority	Description	Total Responses
1	Humanistic Approach	10
2	Strategic / go with the flow / depends on the situation	6
3	Participatory	4
3	Democratic	4
3	Mixture of old & new methods together	4
4	Faith-based	2
5	Control / authority (Classic and traditional)	1

Source: Data analysis

It is evident that due to the humanistic nature of work carried out at the NGOs, the implementation of the human approach and to adapt according to the situation, is a deep-rooted tradition. However, factors such as the emerging economy, the impact of globalisation and modernisation in India, the concept of adopting more 'modern' and 'strategic methods of working' at the NGO is perceived an important factor for their own increased effectiveness at work, as quoted;

MS: 'To be honest with you, it depends on the situation. It is important that I have to recognise and manage depending on the target group or programmes I am doing. So because of this, I have to think about many different or various styles and practices. The humanistic approach is there, because we work with the people from the different societies here in India, rural, urban people, and sometimes remote areas so for sure we have a humanistic nature and approach here, and then we also have participatory approach because we have to use this and adjust for the situations and this also helps when working in the teams and workers and volunteers at the camps, fieldworks and back at the NGO office too'.

The degree to which the NGO managers adhere to a particular management style or principles varies immensely due to the nature and situations faced at work, especially during field visits. Although a mixture of traditional and modern approaches attempt to exist and work in harmony, managers express that the humanistic approach primarily dominates their working method and styles,

although it is evident that features and traits associated to the classic and traditional schools of management do exist, as quoted:

MS: 'I try to deliver my work within the given criteria's and guidelines given by the NGO, but I always apply a benchmarking that is .., what is happening in the Sanstha (Society and environment), and what's happening in the corporate sector, because both of our work is a service provider, but different services we offer, I think, but there are some of their things that I do copy in the benefit of the work I am doing'

It is evident, as Goel (2004) suggests, such challenges pose great risks ultimately on the effectiveness of vital managerial staff and the overall management of the NGO itself. Moreover, as there is hardly a defined management philosophy being used, it is vital to change these attitudes and policies (Analoui 1999:386), as NGOs need to adopt more appropriate and suitable management approaches and philosophies so that managers can implement their work more effectively, thus, enhance their own effectiveness at work.

Findings: Dominant Managerial Philosophy (Parameter Eight)

The analysed data revealed two issues for discussion, with a total of four findings from the analysis. These are outlined in Table: 5.52.

Table: 5.52 Dominant Managerial Philosophy Findings

No	Theme	Findings
2.8	Dominant Managerial Philosophy	<ul style="list-style-type: none"> • A mixture of mostly 'traditional' and some limited 'modern' management approaches are identified • Managers perceive that 'humanistic', 'democratic' and 'participatory' approaches exist • Priority is given to 'humanistic' and 'strategic' approaches • Need to learn and adopt modern approaches into the NGOs Management Philosophy

Source: Data analysis

5.3.10 Summary

Analysing the eight parameters of managerial effectiveness for NGO managers' effectiveness at work in India, has revealed an in-depth perspective into the multi-

faceted and highly personalised aspects relating to the perceptions of their own managerial effectiveness at work. A total of 8 parameters, 22 issues and 39 findings have been presented in this section. A total of 39 findings from this section are also presented in the summary Table:5.63 in section four.

5.4 Section Three

This section analyses and descriptively presents the Contexts from the Model (Analoui 1999, 2002), and the broad category which focuses on the environmental factors: (1) Personal, (2) Organisational (Internal), and, (3) External environments for managerial effectiveness among the NGO managers in India.

5.4.1 Contextual Factors

Managerial effectiveness is not the only outcome of the parameters for effectiveness, and neither can the parameters be considered in isolation either. They must be considered in the context of numerous factors and interact with personal traits and abilities, the organisational characteristics and the external environmental factors, as Analoui (1999, 2007) states, the overall assessments of the influence of the identified parameters have to be considered in individual, organisational, and environmental contexts.

To explore these three contextual environmental factors upon the NGO managers own effectiveness at work, and to address the sub-question: 'What are the personal, organisational and external factors that contribute towards the limitations or increase in effectiveness for managers' role, and mission of the NGO? Three individual focused questions were posed, and managers were additionally asked to state at least three attributes or factors in order of importance with reference to the personal, internal and external environmental contexts.

Classification of the data reveals that managers provided vital information relating to the environmental contexts. There are 3 identified themes, which are the

Environmental Contexts, and each context has yielded issues. These contexts and issues will be discussed as shown in Table: 5.53.

Table: 5.53 Identified Themes and Issues for Contextual Factors

No	Main Category	Theme	Issues
3	Environmental Contexts	3.1 Personal	3.1.1 Unique individual traits, and attributes
			3.1.2 Intelligence factors competencies
			3.1.3 Increase self-awareness, personality and abilities
		3.2 Organisational	3.2.1 Various factors for limited/ increased effectiveness
			3.2.2 Inter-related contextual factors
			3.2.3 NGOs unique nature
		3.3 External	3.3.1 Numerous social and economic factors
			3.3.2 Globalisation influences
			3.3.3 NGOs reputation and competitors
			3.3.4 Job and career insecurities

Source: Data analysis

5.4.2 Context One: Personal

There are three issues for NGO Managers as shown in Table: 5.54.

Table: 5.54 Personal Environment Issues for Discussion

NO	Context	Issue
3	Personal	3.1 Unique individual traits and attributes
		3.2 Intelligence factors
		3.3 Increase self-awareness, personality and abilities

Source: Data analysis

NGO managers were asked to explain what personal attributes such as personality factors, competencies and categories they thought contribute towards their own increased effectiveness at work.

Analysis reveals that attributes and personality factors such as having a sense of 'responsibility' and 'devotion' toward 'the NGOs nature of work', and to have a 'positive attitude' with 'inner-motivation' are prominent motivating factors towards their effectiveness. Numerous work-related competencies such as; 'possessing good team leader ' skills and work well with people', the ability to 'motivate others', being 'organised', a 'good planner and multi-tasker', the ability to 'communicate well at various levels', and having some 'control and authority traits' are also prominent influencing factors. Managers also incorporate their own approaches and ways of life into their work such as applying 'humanistic approaches' to the work and everything around them, which is seen as a major factor towards their overall improved effectiveness. Moreover, it is important for the managers to feel that they have a 'inner interest', 'desire' and have a responsibility themselves to create a 'link or connection' and 'understanding with the work and nature of the environment' as quoted;

MS: 'It's about my own growth and development of my personality i think that makes me an effective manager, and it's also very important for this kind of work that I do. Secondly, it's also about my presence of mind is also very important. For me to be able to make decisions, assess situations, to be able to handle things properly. How to implement things for the work etc. , that's why my presence of mind is very important. Thirdly, it's that for the Manager, the Monitoring and evaluation knowledge is also very important too. These few things are very important for me as a Manager to be effective in my job. Communication skills, eye contact skills and all these kind of things are important for me'

Table: 5.55 shows the managers' opinion and perception in order of importance regarding personal attributes which contribute towards their own effectiveness at work. Evidently, managers' effectiveness is influenced by a collection of personal attributes and qualities, which include their own attitudes, traits, values and beliefs. In order of importance, they perceive major personality traits such as; 'presence of mind', 'faith and devotion', having a 'humanistic way of life incorporated into their work', 'positive thinking' and being a 'democratic thinker'

is ranked as the top priority for their own effectiveness at work. This is followed by a variety of task-related, inter-personal skills, leadership and self-development qualities. Consequently, managers perceive 'professional skills acquired through work experiences' as the least relevant attribute in relation to their personal qualities for effectiveness.

Table: 5.55 NGO Managers Personal Attributes for Effectiveness in Order of Importance

Priority	Description	Total Number of Response
1	Personality traits: Presence of mind, faith and devotion, humanistic way of life incorporated into the work, positive thinking, democratic thinker & attitude	11
2	Task-related: Good organised person, good problem solver skills, multi-task, people-person	9
3	Leadership qualities: Motivation self and able to motivate others	8
4	Self-development: skills acquired through life experience	7
4	Interpersonal skills: Communication, good listener & understanding towards others	7
5	Professional skills acquired through work experiences	5

Source: Data analysis

Managers perceive their work as vitally challenging and demanding. Thus, it is evident that personal commitments, lots of determination coupled with hard work and experience are personal factors which contribute towards NGO managers increased effectiveness, as quoted;

MS: *'Well my understanding of the environment I am working in is very important, I should have some link or a connection with it., and my skills and abilities are also very important for the work, so I am organised, planner, communicate well with the people and team members, and I think I have learnt to have or get control or some authority being a Manager to be able to do these things in my job, which all help me to become effective'*

Analoui (1993) states that the personality and cognitive state of the manager are important, and that they highly contribute towards, and are determinants of the

success of leadership. In support of NGO managers own perceptions, the focus group interviews with non-managerial staff reveals that personal factors such as that explained by Fowler (1997:75), of inner conviction, personality, characteristics, nature, motives and motivation, and having a genuine interest and positive attitude is a product of their individual potential, socio-political exposure and personal circumstances. Moreover, it was further found that the managers need to have various work-related competencies such as; the ability to manage and control people, multi-task, organise self & others, problem-solve and, the ability to get the tasks or jobs done through others and being diplomatic in nature, are essential towards their own increased effectiveness.

Findings: Personal Attributes (Context One)

The analysed data revealed three issues for discussion, with a total of four findings from the analysis. These are outlined in Table: 5.56.

Table: 5.56 Personal Environment Findings

No	Context	Findings
3	Personal	<ul style="list-style-type: none"> • Specific personal attributes, traits and characteristic factors are vital • Leadership qualities and skills are equally important • Competencies learnt within the home environment influence Managers work and effectiveness • Managers self and personal development need improving

Source: Data analysis

5.4.3 Context Two: Organisational (Internal) Factors

There are three issues for NGO managers as shown in Table: 5.57.

Table: 5.57 Organisational (Internal) Environment Issues for Discussion

NO	Context	Issue
2	Organisational / Internal	2.1 Various factors for limited / increased effectiveness
		2.2 Inter-related contextual factors
		2.3 NGOs unique nature

Source: Data analysis

In order to explore and understand the NGOs internal factors, managers were asked to explain what organisational factors they thought have enhanced their own effectiveness at work.

Considering the nature of the NGOs as resource organisations networking for support and delivery for high-risk group members in both urban and rural areas of India, analysis indicates that there is a combination of various organisational factors and influences which ultimately have an impact on the limited or increase in managers own effectiveness at work. Managers perceive the NGOs internal factors such as; ‘policies and criteria’, ‘adopting a humanistic approach’, ‘equality among the staff’ and further stress the vital importance for ‘gender policy for equality’ as important contributing factors for their own increased effectiveness. Furthermore, ‘non-discrimination’ at the workplace and, ‘women empowerment policies at work’ are among their most influencing organisational factors for their motivation and increased effectiveness at work. Coupled with a good ‘General policy’, managers perceive a sense of support and guidance from the NGO organisation, as quoted;

MS: ‘Well I am grateful that the NGO exists first of all, because the work I do here is very good for helping the communities, and the HIV/AIDS effected people. Then some of the policies are good because they focus on gender equality, and non-discrimination approach too, this is important especially in today’s modern and changing communities, and working lives. Women empowerment is important to me, so this is a very important factor at the NGO. In my managerial position, I have only some freedom to make decisions and choices for the projects and schemes I carry out’.

It is appealing to know that the NGOs reputation and name holds prominent value to the managers when they consider their own motivation and development.

Being attached in some way to other prominent NGOs at state and even at international levels, especially those which have celebrities or even prominent private sector organisations attached to them, is seen as a unique opportunity for their own self-development, and one which certainly boosts their motivation towards their increased effectiveness, as quoted;

MS: *“the NGOs name also helps in motivating me and improves my approach for effectiveness, and if the NGOs name is good in the market, then this further enhances my resume factors and things. So, this then ultimately benefits me for the future too. What I mean is that the NGOs name & reputation is important these days for myself and for my development”*

It appears that the NGOs ‘unique nature’ linked to the ‘faith-based approach’, ‘women empowerment’ or the ‘uplift of deprived members of society’ for community development works in harmony and in favour of managers own development. Moreover, although limited in some cases, an attempt to ‘adopt and create a modernised work setting’, authority to ‘make choices’ and ‘decision-making’ in favour of the projects implementation and NGOs interest is evident. Table: 5.58 presents the NGO managers’ opinions in order of importance and priority to the NGOs internal attributes which they perceive contribute towards their own increased effectiveness at work.

Table: 5.58 Internal NGO Factors for Managers Effectiveness in Order of Importance

Priority	Description	Total Number of Response
1	NGOs policies & procedures, criteria, values, vision, mission, objectives, philosophy	11
2	Freedom to make choices & decision-making	2
2	Opportunity for self-development	2
3	Reputation and Name	1

Source: Data analysis

Non-managerial staff agree that the NGOs policies, objective, values and mission coupled with opportunities to be innovative and incorporate a faith-based or humanistic approach into their work allows their managers to develop. This, to

some extent, does contribute towards their managers increased effectiveness at work.

However, some internal factors which pose limitations on the managers effectiveness are related to inclusiveness from NGO management decision making processes, such as; 'to include the managers opinions when drawing up the NGOs policies and procedures', and most importantly, the NGOs 'culture & policies need updating'. Non-managerial staff further state some internal factors which contribute towards their manager's ineffectiveness at work which include:

- The need for modern and up-to-date training & development (T&D) for the manager is vital
- Competitive attitudes within the NGOs need to change
- Managers should have more choice and opportunity for decision-making
- Invest in the managers and development them. The NGO should budget for their regular and frequent training & development needs
- There is usually limited finances available and management expertise
- Isolation or lack of inter-departmental, communication and coordination
- Sometimes it looks like there is lack of communication and/or understanding between NGO management & staff, so transparency at all levels of work and departments at the NGO is required

Source: Data analysis

The findings indicate that various internal organisational factors which seemingly influence NGO managers' effectiveness are also linked to personal factors, which the managers bring to the workplace. Overwhelmingly, managers regard the NGOs policies, criteria and procedures as their most important priority for their increased effectiveness. Followed by however less; limited authority and control features they are given, and the opportunities for self-development through the NGOs sources of networks and contacts at both national and international levels. Other organisational factors such as; strategy, practices and the ability to learn and develop effectively as an organisation, are also essential elements for the

analysis towards managerial effectiveness as suggested by Dulwich and Higgs (2005) and Analoui (1999).

Findings: Organisational (Internal) Factors (Context Two)

The analysed data revealed three issues for discussion, with a total of five findings from the analysis. These are outlined in Table: 5.59.

Table: 5.59 Organisational Environment Findings

No	Context	Findings
2	Organisational / Internal	<ul style="list-style-type: none"> • NGOs unique nature and traits are vital for effectiveness • Limited control and authority influences ineffectiveness • Various Management factors and influences need updating • Eliminate competitiveness among staff • Limited internal management expertise within the NGOs

Source: Data analysis

5.4.4 Context Three: External Factors

There are four issues for NGO managers as shown in Table: 5.60.

Table: 5.60 External Environment Issues for Discussion

NO	Context	Issue
3	External	3.1 Numerous social and economic factors
		3.2 Globalisation influences
		3.3 NGOs reputation and competitors
		3.4 Job and career insecurities

Source: Data analysis

In addition to the personal and internal factors, NGO managers' effectiveness is also affected by existing external factors. To understand these influencing external factors, those which are from outside of the NGO organisation, managers were asked to express what they thought the factors were which they perceived affected their own effectiveness at work.

Analysis indicates that numerous social and economic factors can either positively or negatively affect the NGO managers' effectiveness work. Constraints which are created by excessive socio-economic laws and regulations primarily limit managerial choices. Moreover, analysis suggests that opportunities to get a managerial job or any other NGO post outside of India, prestige and having a good NGO reputation at state, national and international level with interest from locals and especially non-Indian supporters, are regarded as considerable influencing factors for their increased effectiveness, as quoted;

MS: '*..Our Sanskriti (deep-rooted culture), Shikshandha (education) had risen alot, and then our upbringing also plays a big part in it. Our Brahman (ways of life), has grown more and has changed many things for us*'

MS: '*Well the society factors do effect my work here..., I said before about the gender, women empowerment, discrimination issues that exist in the community really do have an impact on my work. Castes create a problem when I am implementing a project or camp work when we are getting the rural people together for educating them for awareness, sometimes they do not want to sit with people from lower castes or they want women to be excluded. They say women should be at the home only..., they blame and discriminate the women for many things*'

Not surprisingly, numerous socio-economic factors rank the highest in order of importance for NGO managers' ineffectiveness. Table: 5.61 shows that factors associated with Indian society such as; deep-rooted 'culture', 'traditions', 'norm and values', 'attitudes towards the target groups', high levels of 'stigma and discrimination', 'gender issues', 'taboos' and 'caste system issues' are among the main culprits. Almost all the managers stress that generally all Indians want to keep hold of their deep-rooted traditions and cultural traits as they rapidly adopt modernisation in the country, of which, subsequently, this creates problems. Issues related to both urban and rural areas, a stubborn and hypocritical thinking society coupled with stigmatisation and marginalisation which is further frowned and looked down upon the target groups, adds to their ineffectiveness. Education, knowledge and awareness are vital factors which need to improve, and thus, is perceived will assist to change the current society ways of thinking and understanding, as quoted;

MS: *'Indian people have been, are and will continue to be emotional people; I mean, they are culturally, tradition and society driven, and this is not going to change in my opinion, no matter how much modernisation comes to India, at the end of the day it is actually confusing the people because they are also not very well educated or got the knowledge and understanding of how to manage these things properly or sensibly to benefit themselves..., everyone here is in a race, it's a competition, and everyone is competing with each other'*

Political issues such as 'government restrictions'; 'funding issues' and 'beurocratic ways', is ranked the second most important factor for managers ineffectiveness. Most importantly, funding is an important factor since it is mainly provided by the government, and political issues which usually affect the amount, the extent of the funding and imposed prolonged delays. Managers are aware of the uncertainties and delays associated with this as they feel somehow, India now falls within the 'developed country section' when it comes to funding for development. Consequently, there are now more government projects and less international projects available, as quoted;

MS *'Political factors, and whatever work we have to do at the NGO through our Sanstha (institution/philosophy) we are given a Sandhi (Treaty). Before one-hundred percent Grant funds used to be released to us directly from agencies, but now the funds come directly from the State Government to the NGO. So because of this what happens is that every month or every year it does not become live immediately..., for example it's been six months now since we have not had or received any funds, because of this, our work gets effected and we cannot be effective'*

To some extent, the current impact of globalisation and modernisation in India is seen as a positive influence upon the NGOs work. Trends and traits from those outside of India are being learnt and adopted by the India society at an alarmingly rapid speed, and thus, new understanding, knowledge and awareness strategies are also adopted by some NGO managers to implement programmes, projects and schemes effectively. However, despite this, globalisation and modernisation has ranked highly, as third in order of importance towards NGO managers ineffectiveness at work, as quoted;

MS: ‘...also the globalisation factors are there, India has changed very fast in last fifteen or twenty years, and I think for the Indian people it is too much to think about, handle or manage themselves or something,,, it is become like everyone is in race or competition or something now. The care approach we once had, is fading out or actually, it does not exist, it has become too much materialistic and commercial now, and it is also present in the NGO to some degree...’

Table: 5.61 External Factors for Managers Ineffectiveness in Order of Importance

Priority	Description	No of Response
1	Socio-economic factors; Indian Society, culture, Traditions, Norms & Values	15
2	Political issues, Government restrictions; funding issues, projects	9
3	Globalisation & modernisation, other Cultural influences (outside of India)	7
4	Competition, awareness, threats from other NGOs	3
5	Education (lack of)	2
5	NGO reputation and name (at international level)	2
6	Job insecurity	1
6	Stakeholders support	1
6	Economic crisis	1
6	Self-development, career prospects	1

Source: Data analysis

More recently, the rapid growth of various other emerging NGOs in India pose competitive threats, causing pressure on managers to get projects and targets completed with the available resources at hand. Moreover, managers express that being under such pressures, they should not be target-driven, and perceive that supportive staff must be appreciated too, so they ultimately support the managers, as quoted;

MS: *'.., I think that the work should not be target driven, the work should be done in alternative ways too so that we get some Mariyada (Dignity) in doing the work. There should be some policies introduced for this too. Something different, new to motivate and drive the NGOs work with new ideas. The work should not be target driven so that once it is reached we stop..., we should be motivated to carry on, progress and achieve more and receive work satisfaction this way too'.*

It was found that the NGOs reputation and name, at especially state, national and at international level is vital to increase managers' motivation. What 'people thought', and 'being attracted or not to the NGOs work' is an important factor. Recognition from international platforms hold importance as it is perceived as an opportunity for their self-development, work and career advancement and prospect. Likewise, managers also perceive that threats associated to their own 'job insecurities', lack of support from stakeholders, the 'economic crisis' to some degree, contribute towards their ineffectiveness at work. Moreover, self-development, work packages and career prospects available from organisations outside the third sector arena, especially the private sector, international organisations and companies investing in India, are more attractive and tempting. Managers' further stress concerns regarding job insecurities as a result of alleged projects gradually being phased out by the National Aids Control organisation (NACO) in the near future, as quoted;

MS: *'The job prospects from both within and outside the NGO itself i think effect the way I work too, because projects will get phased out soon and this will impact everything. I think even my work will reduce and I should look for other jobs outside the NGO too, these things are important to me'*

Analysing the focus group interview data, non-managerial staff were asked 'Do you think your managers' are or have been ineffective at any time in carrying out their job'? Which was posed and further probed in relation to the sub-research question directly related to the environmental contexts; 'What are the personal, internal (NGO environment) and external factors that contribute towards the limitations or increase in effectiveness of the managerial staffs' role and mission of the NGO? Overwhelmingly it was generally agreed that their managers are

unable to do their jobs and are ineffective because of numerous external factors, which include:

- Local community awareness, determination and expectations to do something / Positive response from community & society towards the NGOs work
- Globalisation
- Funding issues
- Cultural & traditional attitudes towards HIV/AIDS, target groups is high among sectors of society, they need awareness & education
- Society wants best of both, a complex mix of cultural and modern things which does not match and causes obstacles for the Manager to be effective
- Difficult for the managers to cope/manage the workloads assigned by partner NGOs, transparency issues
- Transparency causes delays especially when working jointly with other NGOs or Legal requirements from governing bodies at either local, national or international level
- Recruitment of volunteer staff is challenging
- Government needs to improve local infrastructure in the State due to modernisation and raise interest in the NGO area
- Lack of understanding from the broader social society context which is heavily influenced by the current trends in economic contexts, globalisation, modernization, attitudes, culture and traditions

Source: Data analysis

Multiple factors heavily influence the NGO managers' effectiveness at work. Globalisation has a vital impact on the third sector organisation in developing countries and emerging economies such as India (Huzynski and Buchanan 2007). The degree of co-operation and the quality of existence, reputation and collaborations at national and international levels contribute towards the limited or increase in managers' effectiveness. Moreover, as Kakabadse and Kakabadse (2000), Analoui (2002) and karami et al. (2006) state, the overall

external context plays a vitally important factor and influence towards the degree of effectiveness of the organisation and its managers.

Findings: External Factors (Context Three)

The analysed data revealed four issues for discussion, with a total of six findings from the analysis. These are outlined in Table: 5.62.

Table: 5.62 External Factors Findings

No	Context	Findings
3	External	<ul style="list-style-type: none"> • Links with external sources at both national and international levels are identified as career opportunities • Numerous socio-economic factors • Various social, globalisation and modernisation factors contribute towards Managers ineffectiveness • Social and society factors need improving • Direct Government intervention than international work • Political concerns and funding challenges pose restrictions

Source: Data analysis

5.5 Summary

NGO managers as Sogge (1996) and Dulewicz and Higgs (2005) state, are expected to make a qualitative difference by implementing highly personalised concepts into their work. Various perceived personality factors are identified as vital factors which contribute towards NGO managers increased effectiveness. Evidently, a combination of internal factors influence NGO managers limited or increased effectiveness in the workplace. The NGOs unique nature works in harmony and contributes towards their increased effectiveness. There are numerous external factors including constraints created by excessive political, socio-economic laws and regulations together with deep-rooted cultural values norms and traditions which either positively or negatively affect NGO managers' effectiveness work.

A total of 3 contexts, 10 issues and 15 findings have been presented in this section. A total of 15 findings from this section are also presented in the summary Table:5.63 in following fourth section, which presents a summary of all the findings from this chapter.

5.6 Section Four

5.6.1 Overall Findings

This section presents a summary of the analysis of the data. In this chapter an attempt has been made to descriptively analyse and present the data which has been generated through semi-structured interviews with NGO managers and focus-group interviews with non-managerial staff members. Various thematic and conceptual analysis methods, strategies and techniques have supported this attempt, as the principle idea has been to display clarity, and present a clear picture of the nature of the data collected from the managerial staff and non-managerial staff among the NGOs in India.

There are diverse, multi-faceted and culturally specific inter-linked factors and some which share similarities.

It is evident that an inter-linked combination of demographic, parameters and contextual influencing factors and new findings, contribute towards the complexity of understanding the nature of the reality and existence, of managerial effectiveness among NGO managers in India. The findings of all the themes, parameters and contexts are presented in Table: 5.63.

Table: 5.63 Summary of Thematic Analysis and Main Findings

No	Main Category	Sub-Categories (Themes, and Parameters and Contexts)	Major Findings
1	1.1 Demographic (Personal Characteristics)	1.1.1 Gender	<ul style="list-style-type: none"> • Most participants are female at 11 (69%) and at 9 (56%) • Male participants account for 5 (31%) and 7 (44%)
		1.1.2 Age	<ul style="list-style-type: none"> • 31-40 yrs. and 41-56 yrs. is the dominant age groups • More than half of the participants are middle aged
		1.1.3 Present Managerial Job Role	<ul style="list-style-type: none"> • Project Manager position is dominant • Managerial positions held are all needs within the NGOs various sections, divisions and departments
		1.1.4 Total Work Experience at the NGO	<ul style="list-style-type: none"> • Some Managers have had prior job roles and worked towards their current job • Duration in current post varies from 2yrs to 11yrs • The duration spent as Project Manager and the total time spent at the NGO is uneven. • Senior level Managers have joined and held the longest duration in their current jobs
		1.1.5 Education / Professional Qualifications	<ul style="list-style-type: none"> • Education and qualifications beyond higher education with specific Social Sciences subject specialism is vital • 50% (8) participants hold a University higher education qualifications
		1.1.6 Supervisor / Manager (Number of people directly supervising /	<ul style="list-style-type: none"> • Staff is unequally distributed among NGO Managers • Managers have less time to for their own supervision and development

		managing)	
2	2.1 Parameters of Effectiveness	2.1.1 Managerial Perception	<ul style="list-style-type: none"> • Multi-faceted nature and characteristics • Possess unique leadership qualities at various levels • Overall Managers perceived that their effectiveness is either 'effective', 'works well' or is 'unsatisfactory' • Implement strategic and innovative measures to eliminate the challenges and to increase their effectiveness • Managers are over-worked, with set indicators used to measure their performance and effectiveness • Various inter-related issues and challenges contribute towards their effectiveness or ineffectiveness • Highly ranked perceived influencing parameters are: motivation, skills, perception and awareness
		2.1.2 Managerial Skills	<ul style="list-style-type: none"> • Skills are focused on people-related, inter-personal and analytical skills • Need to update, improve and strengthen all aspects of Training & development for Managers • Analytical, interpersonal skills, and personal development is perceived as a priority T&D factor • Internal and external choices and opportunities for T&D need to be available for Managers • Appraisals need to take place to identify and determine the Managers T&D needs

		2.1.3 Organisational Criteria	<ul style="list-style-type: none"> • All Managers agree that the policies and criteria are vital, impact and influence their own increased effectiveness • Perceived vital criteria include: having a 'humanistic approach' to the work, 'Staff equality across all sites', the 'implementation of faith and harmony', a 'gender equality policy' and 'non-discrimination' throughout the workplace, and field sites • There are various other policies and factors including: a 'general policy' is perceived as relevant which contribute towards their increased effectiveness • Priority is given to 'following the NGOs policies and guidelines', and perceived as contributing towards their increased effectiveness • Managers perceive that the policies and criteria are designed in favour and only purpose for getting funding Managers perceived this demotivates them and contributes towards their ineffectiveness at work
		2.1.4 Motivation	<ul style="list-style-type: none"> • Priority is given to 'satisfaction to do the work', 'contributing to community development' and, 'giving back for the betterment of society • Perceived factors for Managers motivation also include, to receive 'appreciation of work from top management', 'freedom to make decisions', 'Choices, authority and control', and to associate a 'religion or faith to humanity work' • Most vital factors for their increased effectiveness relate to 'hygiene factors' and 'intrinsic reasons' • Perceived that 'extrinsic reasons' and 'own motives' are less important motivational factors when considering their effectiveness at work • Inadequate salary, benefits and bonuses, funding and, the lack of training and development constitute ineffectiveness

		2.1.5 The Degree of Demands and Constraints	<ul style="list-style-type: none"> • There are various inter-related demands and constraints • Financial constraints, delays and budgeting concerns • Meeting management and donor expectations results in pressure and challenging demands • Managers volunteer their own time to address high volume of administrative duties for transparency purposes
		2.1.6 Presence of Choices and Opportunities	<ul style="list-style-type: none"> • Various factors relate to demands and constraints • Need for more advocacy to network better, and build contacts at various levels • Aspire for improved capacity building, T&D and better working conditions for increased effectiveness • Managers are aware of Third Sector, and the need for more 'multi-opportunities' at national and international levels • Choices and opportunities indicate the presence of some 'person-cultures' among Managers
		2.1.7 Nature of Inter-Organisational Relationships	<ul style="list-style-type: none"> • Two-way relationship between Managers and the NGO • Various inter-departmental relationship factors exist • Challenging factors pose delays and ineffectiveness • Need to strengthen relationships
		2.1.8 Dominant Managerial Philosophy	<ul style="list-style-type: none"> • A mixture of mostly 'traditional' and some limited 'modern' management approaches are identified • Managers perceive that 'humanistic', 'democratic' and 'participatory' approaches exist • Priority is given to 'humanistic' and 'strategic' approaches

			<ul style="list-style-type: none"> • Need to learn and adopt modern approaches into the NGOs Management Philosophy
3	3.1 Contextual Factors	3.1.1 Personal	<ul style="list-style-type: none"> • Specific personal attributes, traits and characteristic factors are vital • Leadership qualities and skills are equally important • Competencies learnt within the home environment influence Managers work and effectiveness • Managers self and personal development need improving
		3.1.2 Organisational (Internal)	<ul style="list-style-type: none"> • NGOs unique nature and traits are vital for effectiveness • Limited control and authority influences ineffectiveness • Various Management factors and influences need updating • Eliminate competitiveness among staff • Limited internal management expertise within the NGOs
		3.1.3 External	<ul style="list-style-type: none"> • Links with external sources at both national and international levels are identified as career opportunities • Numerous socio-economic factors • Various social, globalisation and modernisation factors contribute towards Managers ineffectiveness • Social and society factors need improving • Direct Government intervention than international work • Political concerns and funding challenges pose restrictions
Total	3	17	68

Source: Data analysis

5.7 Summary

This chapter has presented the descriptive analysis of the data using thematic coding and contextual analysis, which was generated through individual semi-structured interviews with NGO managers and focus group interviews with non-managerial staff members in India. The main and principal idea has been to obtain a clear picture of the nature of the data collected among the managerial and non-managerial staff members at the NGOs in India.

Overwhelmingly, the data shows that most managers were aware of the importance of effectiveness for their own managerial and professional effectiveness, as well as for personal and career development too. Interestingly, all the parameters of effectiveness and contextual factors were perceived as relevant and vital for their own effectiveness at work, of which, identified unique characteristics and traits, and were contextually specific in nature. Additionally, NGO managers also showed concerns for the three contextual factors, and expressed major concerns related to external factors which have an undeniable influence on their effectiveness at work. It is clear that some of these contextual factors, such as; globalisation, modernisation and various multi-complex and deep-rooted cultural norms and values are outside the ambit of the control of the managers, however, it is issues of this nature which makes the data analysis and findings of this research particularly unique and interesting.

Overall, the analysed data has shown that a combination of the eight parameters and three contextual factors of effectiveness can add to the complexity of understanding the nature of managerial effectiveness among the highly complex and unique context of NGO managers in the developing country of India.

A detailed discussion of the major findings are presented in the next chapter.

CHAPTER SIX

FINDINGS and DISCUSSION

6.1 Introduction

In this research, the Model of eight parameters of managerial effectiveness (Analoui 1999, 2002), which was developed in Ghana has been contextualised and tested specifically for NGO managers' effectiveness in the developing country India. It has also been used and tested in previous studies such as; Oman (Ahmed 2008), Lebanon (Al-Hajji 2011) and Gaza Strip in Palestine (Marouf 2014), among various public sector organisations. In this context, the third sector NGO managers in the developing country India, this unique and first-time study has revealed an in-depth perspective into the multi-faceted, highly complex and personalised aspects relating to the perceptions of NGO managers own managerial effectiveness at work.

The characteristics of each parameter and contextual factors is subject to differ and change according to the elements of the context, such as the country, sector and is specific to the individual manager and the organisation.

There are three groups of findings, namely demographic characteristics, parameters of effectiveness and contextual factors, which support the findings of other major researches in the field of managerial effectiveness to some extent. Primarily, all the eight parameters of effectiveness; (1) Awareness, (2) Skills, (3) Organisation Criteria, (4) Motivation, (5) Choices and Opportunities, (6) Demands and Constraints, (7) Inter-Organisational Relationships, (8) Dominant Managerial Philosophy, and the three contextual factors (1) Personal, (2) Internal and, (3) External, are relevant and vital for NGO managers own increased effectiveness at work. Moreover, considering the context of NGO managers in India, the characteristics of each parameter and contextual factor are specifically unique in nature, hence, considering the objectives of this research, this chapter discusses the major findings with firstly, a review which focuses on NGOs managerial effectiveness in India. This is followed by a discussion of the demographic, parameters and contextual findings. This incorporates the cultural factors and relevance and major findings in relation to the framework and context. In section

two, the discussion focuses on revisiting, examining and refining the research framework for this context. Here, the discussion assesses the suitability of the Model (Analoui 1999, 2002), and, the characteristics, similarities and differences in relation to NGO managers in India. Following this, Analoui's Model (1999,2002) which was used as a guiding framework will be visited and based on the data findings, it will be refined, presented and discussed. This is followed by a concluding summary of the entire chapter.

6.1.1 Managerial Effectiveness

Effectiveness is a broad term which refers to the degree to which managers are responsible for the performance of themselves, others and organisational goal attainment. It also involves doing the right things, particularly for managers who are responsible for the overall effectiveness of the organisation, as they translate their ideas and intelligence into results, and ultimately make themselves successful (Indian Institute of Management, IIM 2016). Thus, managerial effectiveness is a vital element of success, which needs to be developed for survival and growth.

Based on the extensive review of existing literature in chapter two, regardless of its importance, managerial effectiveness has been neglected in comparison to other issues of management. It is illusive in nature (Moers and Wagner 1978), a concept difficult to quantify (Brodie and Bennet 1979), and difficult to measure (Dunnette 1971, Drucker 1988 and Analoui et al. 2010). Interestingly, the notion of managerial effectiveness has been associated with; output more than input in terms of what a manager achieves rather than what they do (Reddin 1970:3), the effective use of resources (Mitzberg1973), training and development (T&D) which challenges the goals and the purpose of the organisation and raises the managers ability to problem-solve and identify opportunities (Drucker 1988:14). For instance, senior Indian railway managers found that in order to become effective, they not only required skills to get the right things done such as task-related and people-skills, they also required self-development and knowledge acquisition (Analoui 1995). Moreover, organisational performance and the achievement of complex initiatives (Analoui 1999), the prompt achievement of objectives (Kreitner 2001:7), and multi-tasking (Srivastava and Sinha2007), and

as in contemporary India organisations, managers perceive managerial effectiveness a vital function of productivity, adaptability, quality and flexibility (Bamel et al. 2011). Consequently, as the Management Development Institute (MDI 2016) indicates, the need for effective and competent managers to reach objectives and goals both efficiently and effectively is a vital need to understand the self and others behavioural aspects and real-life workplace realities in various contexts.

In the context of this research, the importance of human resources in NGO organisations are unique and should not be ignored, nor overemphasised, as it is a fundamental strength upon which managerial effectiveness and the NGOs progressive performance are primarily based on. The nature of managerial effectiveness in Indian NGOs is highly personalised, as managers are expected to make a qualitative difference as to how things get done and achieved. Fowler (1997) further states that, inner-convictions and drive of managers is a product of their individual potential, social exposure and personal circumstances. They face unique, extra-ordinary challenges and work long hours with limited resources for the empowerment of high-risk group members and, for the betterment of society. Moreover, it is far more complex than other sector organisations, as specific multi-faceted aspects and factors associated to the context such as; the dominant human approach, diverse themes, issues and various culturally specific external influences are more viable compared to prioritising levels of profits, as Northouse (2007) further stresses, that South Asian managers place importance on self-protective, human-orientated, and team-orientated factors, and further found participative managers to be ineffective.

Despite that it is difficult to arrive at a unified definition to measure managerial effectiveness due to the immense differences among managers attributes associated to the context, individual, environments, culture, nature of work and responsibilities, the effectiveness of managers is therefore, an important element in current organisations, where effective and competent managers who are able to reach their objectives and goals both efficiently and effectively is vital (Bao 2010, Analoui et al. 2010, Bambel et al. 2011). Thus, with the progression of time, potential NGO managers need to be moulded according to their

experiences, interpretations, motivations and processes (Edwards and Fowler 2002). The Indian Institute of Management, (IIM 2016) stresses the importance to develop various skills for increased effectiveness among different managerial roles and responsibilities as vital. Thus, considering the current demands of the NGOs in the emerging and rapidly modernising country of India, NGOs have a high demand for skilled employees in order to strive and attain goals. It is therefore, necessary to invest in NGO managers' development which will enhance and increase their own effectiveness at work. The discussion in the remaining part of this chapter will be presented in three individual sections.

6.2 Section One

In this section a review of the demographic, parameters and contextual findings are discussed. These findings have provided an insight into the realistic profile of the NGO managers and the nature of their work in relation to their own managerial effectiveness at work. A total of 14 demographic characteristic findings, 39 parameters of effectiveness findings and, 15 contextual factor findings have been identified as shown in Table: 5.63 in chapter five.

6.2.1 Demographic Data

A total of 14 findings have been identified in the demographic data for discussion as shown in Table: 5.63 in chapter five. There are interesting and important findings which have contributed towards the identification of a realistic profile of the NGO managers in India, of which, are inter-linked and relate to the individual parameters and contexts.

6.2.2 Gender

The findings in Table: 6.1, present interesting findings for discussion as follows.

Table: 6.1 Gender Findings

No	Theme	Findings
1.1	Gender	<ul style="list-style-type: none"> • Most participants are female at 11 (69%) and at 9 (56%) • Male participants account for 5 (31%) and 7 (44%)

Source: Data analysis

The presence of more female managers is a natural result of the long-standing historical Indian mentalities, cultural and society traits, which is perceived as women working in home-care, social work, teaching and administrative jobs as traditionally accepted. They are encouraged to adopt matriarchal and paternalistic leadership styles, and to incorporate a unique mixture of skills they learn in the home environment as both Purushothaman (1998) and Hailey (2006) state, their ability to develop specific coping strategies to deal with the complex and deep-rooted social, cultural and traditional pressures within the India society becomes viable. Interestingly, in previous research within developing countries it was found that gender either had no effect on managerial effectiveness such as that among Police managers in Gaza Strip (Marouf 2014:83), or with Egyptian textile managers (Matar 2010:287), which was predominantly characterised by a male dominated workforce.

Overall, with natural coping mechanisms to deal with the deep-rooted cultural and social pressures, the existence of more female NGO managers is evident, as their participation is more conducive to their belief system and lifestyles.

6.2.3 Age

The findings in Table: 6.2, present interesting findings for discussion as follows.

Table: 6.2 Age Findings

No	Theme	Findings
1.2	Age	<ul style="list-style-type: none"> • 31-40 yrs. and 41-56 yrs. is the dominant age groups • More than half of the participants are middle aged

Source: Data analysis

Interestingly, there is a link between age and gender distributions. The main age group for NGO managers is within two categories characterised by the middle to old age groups, which represents the largest group in this study. Consequently, the presence of more female managers as previously established, also dominate these and other age groups. The multi-faceted nature of the managers' work means that irrelevant of their age or gender, managers have to implement strategic, innovative and creative approaches alongside the humanistic, care and social work they carry out on a daily basis. This therefore, challenges the concept that in management and other aspects of life, the younger manager is usually more vital, motivated, and enthusiastic, can work longer hours, has an increased ability to learn, is more open to change, new ideas and experiences, and is more viable to risk-taking than older managers.

Consequently, research in Egypt (Matar 2010:291), found that the presence of older age textile managers was due to lack of promotion opportunities and the applied promotion system was based on seniority rather than performance or merit. Whereas in Oman (Ahmed 2008:227), there was no significant relation between age and the performance of the public sector organisation in Muscat. Similarly, Karami et al. (2006) in small and medium enterprises and in Palestinian NGOs (Samour2010:311), it was found that both young and older managers were equally effective to develop strategies for organisational performance.

Evidently, irrelevant of the age factor and the notion that older people represent wisdom, rationale, and experience, all the managers show equal physical and mental energy and behaviours. In this context, managers are expected to; encourage more innovation and creativeness alongside some existing norms and patterns of behaviour and practices within the NGOs in India.

6.2.4 Job Role

The findings in Table: 6.3, present interesting findings for discussion as follows.

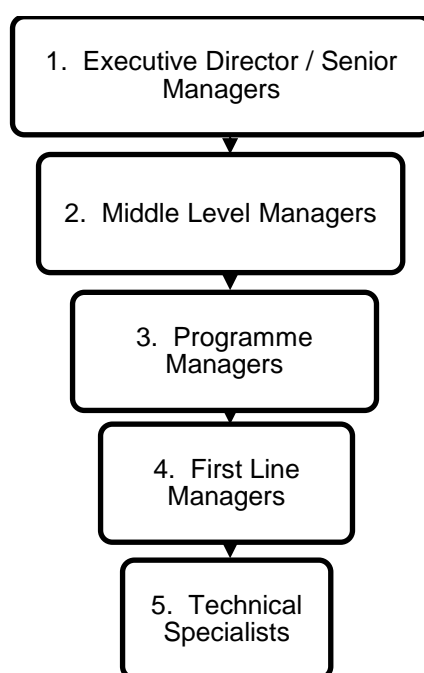
Table: 6.3 Job Role Findings

No	Theme	Findings
1.3	Present Managerial Job Role	<ul style="list-style-type: none">• Project Manager position is dominant• Managerial positions held are all needs within the NGOs various sections, divisions and departments

Source: Data analysis

The complexity of NGOs work relating to various target-groups and community development, as Edwards and Fowler (2002:449) states, makes it extremely challenging to create a generic outline of NGOs organisational structure. Moreover, as standardised job types do not exist, groups and categories are used and adopted according to the unique needs of the individual NGOs. Interestingly, in this research, there are no managers that belong to the category of top management, however, a major finding is that managers range from categories or levels which are of equivalent standing to that of other sector organisations such as; (1) an executive Director/Senior manager who is responsible for the overall direction, daily activities, create a good image, and enhances the NGOs name and reputation. Followed by managers who primarily fall within the daily functioning and implementation of programmes and projects such as; (2) Middle-Level managers, (3) Programme managers, (4) First-line manager and (5) Technical specialists, as shown in Figure: 6.1. Moreover, majority of the managers in this research hold Project and Programme managerial positions as Srinivas (2015) states, is clearly a vital and prominent position and forms the structural core of the NGOs organisation.

Figure: 6.1 Categories of NGO Managerial Job Roles in This Research



Source: Data analysis

It can be argued that as NGO managers are specifically responsible for the target intervention of high-risk group members such as, Truck Drivers (TDs), Migrant Workers (MWs), Sex Workers (SWs), Injecting Drug Users (IDUs) and further act as a link for People Living with AIDS (PLWAs), and are usually assisted by various other relevant staff, hence, their sense of job satisfaction is based on their individual unique duties and not the changeable hierarchal system which may or may not exist. The findings of this research are in contrast to some extent to previous research such as in Egypt (Matar 2010:294), the traditional hierarchal structure of the textile organisation was evident. However similarly, only a few senior managers and a large number of middle managers existed, and the managerial level did not impact the importance of different job factors.

Although the NGOs in India have a basic organisation structure in place which can change over time, a hierarchal system related to managers job roles and positions therefore, seem to vaguely exist. These are tailor-made based on the unique structures, categories and specific job-needs created, adopted and

practiced solely on the basis of the individual NGOs requirements. This characteristic links to parameter 3 of the Model (Analoui 1999,2002).

6.2.5 Total Work Experience

The findings in Table: 6.4, present interesting findings for discussion as follows.

Table: 6.4 Total Work Experience Findings

No	Theme	Findings
1.5	Total Work Experience at the NGO	<ul style="list-style-type: none"> Some Managers have had prior job roles and worked towards their current job Duration in current post varies from 2yrs to 11yrs The duration spent as Project Manager and the total time spent at the NGO is uneven. Senior level Managers have joined and held the longest duration in their current jobs

Source: Data analysis

Previous and current career experiences can have a significant effect on the type of actions taken by a manager as Karami et al. (2006) state, organisational performance is further enhanced with managers who better understand what they do not know, and what they might learn from cooperation. Interestingly, despite an uneven time-span and varied work-experiences, there is a link between the managers total time spent at the NGO and work-experience within their current job roles. The executive/Senior level managers share an equal amount of time duration in their current posts, and indicates their level of professional expertise and emphasis on formal management styles. Moreover, almost all Programme and Project managers have held other posts and duties, and have had to work towards their current posts at the NGOs. This suggests that they have also gained and brought a wealth of multi-faceted work-related and professional experiences of which, contributes towards their own managerial effectiveness and to the NGOs overall performance.

The finding of this characteristic supports other research to some extent. In Palestinian NGOs (Samour 2010:315), there was no difference in the perceptions and attitudes towards developing and implementing effective strategies based on managers work experience. Moreover, they considered lengthy experience in the field as a determining factor for their core competencies. Additionally, in Oman (Ahmed 2008:228), it was found that senior managers with professional expertise and managerial work experiences put more emphasis on formal management styles compared to that of managers without these experiences. The findings of this research strongly disagree with Gaza Strip (Marouf2014:83), where work experience among Senior Police managers had no effect on their managerial effectiveness at work.

Overall, irrelevant of the NGO managers category or level of job post, their work experiences can have a significant effect on the type of actions and decision-making they undertake during their daily interactions with their peers, subordinates and target group members. It also contributes towards a significant level of job satisfaction which is related to the nature of the work itself, responsibilities, achievement and recognition for work well-done; hence, contributing towards managers increased effectiveness and the NGOs performance as a whole. These influences are linked to parameter 1, 5 and 6 of the Model (Analoui 1999,2002).

6.2.6 Education & Qualifications

The findings in Table: 6.5 present interesting findings for discussion as follows.

Table: 6.5 Education & Qualifications Findings

No	Theme	Findings
1.5	Education and Professional Qualifications	<ul style="list-style-type: none"> Education and qualifications beyond higher education with specific Social Sciences subject specialism is vital 50% (8) participants hold a University higher education qualifications

Source: Data analysis

NGO managers are highly educated and have obtained an associated degree in social sciences specialism up to PhD level, which gives them a strong stance in this sector, as it is perceived that the level of formal education and the type of education contributes towards their knowledge and skill-base. There are two influencing factors for managers' level of education and qualifications which are inter-linked and relate to contextual factors. Firstly, education has existed and has been a long-standing tradition in India, the socio-cultural image associated with an uneducated individual is seen as inferior, therefore, it is a common practice to constantly improve and attain levels of education for the desire for more social acceptance and recognition. Secondly, considering the unique and multi-faceted nature of their work, and the rapid impact of globalisation and modernisation in India, NGO managers are expected to be more open-minded, generate a wide range of innovation, creativity and implement problem-solving solutions when faced with the complexities at work. It is becoming even more viable for NGO managers to acquire specific knowledge and expertise relevant for community development work which they aspire to do. Additionally, it is also a manager's personal choice to pursue and attain an academic career specialising in social sciences, as it has and continues to be a major area of work to be involved in, especially in the rapidly changing third sector development work in India.

Moreover, the concept of professional development is an on-going process for the NGO managers. Despite that it is currently underdeveloped, managers perceive to some extent it enhances their existing skills and effectiveness at work, however, stress the need for more improved training and development (T&D) and enhanced capacity building initiatives which will increase their managerial effectiveness at work. Interestingly, the findings of this research relate to research in Egypt (Matar2010:300), where social influences contributed towards textile managers need to obtain degrees from reputable institutions, which gave them more work-related contentment, thus, to increase their satisfaction with the nature of their work. Additionally, in Oman (Ahmed 2008:228), public sector senior managers with higher level of management degrees were expected to generate a wider range of creative solutions when faced with complex problems.

Overall, the knowledge, education and professional qualifications mentioned are essential for NGO managers to be effective. Influencing factors are directly linked to their skills, competencies and training and development (T&D) needs. Moreover, various contextual factors associated to deep-rooted social conditions and modernisation, influences and affect their effectiveness at work. These factors and influences are inter-linked and relate to parameter 1 and 2, and contextual factor 1 and 3 of the Model (Analoui 1999, 2002).

6.2.7 Number of Staff Supervising/Manage

The findings in Table: 6.6 present interesting findings for discussion as follows.

Table: 6.6 Number of Staff Supervising/Manage Findings

No	Theme	Findings
1.6	Number of people directly Supervising/Manage	<ul style="list-style-type: none"> • Staff is unequally distributed among NGO Managers • Managers have less time to for their own supervision and development

Source: Data analysis

Interestingly, there are inequalities in the number of staff each individual manager is responsible for. Although to some extent the nature of NGOs work involves unexpected eventualities in the field and office-sites, this indirectly presents the managers with further challenges. Undoubtedly, their span of control in different job roles across the NGOs is varied, and thus, the managers with the larger number of subordinates and responsibilities has undoubtedly the largest share of the workload, thus, they have less time for their own development. Additionally, the terms managers used to describe their level of control indicates that classical thinking and traditional approaches and practices exist within the workplace. These influences are linked to parameter 1, 3 and 8 of the Model (Analoui 1999, 2002).

6.2.8 Parameters of Effectiveness

This research aimed to explore and identify the causal and behavioural influences that determine managerial effectiveness among NGO managers in India. The

analysis of the data has yielded influences which are either independent or inter-linked, and are associated to the Model of eight parameters and three contextual factors of managerial effectiveness (Analoui 1999, 2002). From the 39 findings in Table: 5.63 in chapter five, there are interesting and important findings relevant to specific individual parameters as the following discussion presents.

6.2.9 Managerial Perception (Parameter One)

The Model (Analoui 1999:367) states the manager as a multi-faceted individual with various combination of skills, abilities and personal characteristics. One who is capable of planning, organising, carrying out tasks and dealing with people, and, achieving policy framework and developing the organisation.

Irrelevant of their job categories, the findings in Table: 6.7 indicate that NGO managers are aware of their own and others effectiveness, and perceive an effective manager who applies specific leadership qualities, is multi-faceted and a people-person with various attributes to confidently deal with people at work.

Table: 6.7 Managerial Perception Findings

No	Theme	Findings
2.1	Perception and Awareness	<ul style="list-style-type: none"> • Multi-faceted nature and characteristics • Possess unique leadership qualities • Overall Managers perceived that their effectiveness is either 'effective', 'works well' or is 'unsatisfactory' • Implement strategic and innovative measures to eliminate the challenges and to increase their effectiveness • Managers are over-worked, with set indicators used to measure their performance and effectiveness • Various inter-related issues and challenges contribute towards their effectiveness or ineffectiveness • Highly ranked perceived influencing parameters are: motivation, skills, perception and awareness

Source: Data analysis

It is important to mention that these findings are similar to some extent with previous research such as, in Oman (Ahmed 2008:231) and Lebanon (A-Hajji 2011:223), and, where expectations meant that managers perceived that they need to perform tasks with little or no supervision at all. In comparison however, the perceptions of managerial effectiveness varied according to seniority or hierarchy in Oman (Ahmed 2008), Lebanon (Al-Hajji 2011) and Gaza Strip (Marouf 2014), whereas among NGO managers this does not exist. Moreover, managers found it easier to provide a description of whom and what they thought an effective manager should be (Kakabadse et al. 1987; Analoui et al. 2010). The mentioned perceptions represent the NGO manager whom they also often referred to as 'ideal', and the characteristics are also indicative of the functional manager as described by early management theorists (Analoui 1999, 2002).

Considering the historical nature of the third sector environment in India, with a deep-rooted emphasis which is primarily been on care, giving and serving others through community involvement and development, the findings indicate that NGO managers have diverse, unique, holistic and servant leadership qualities and traits, as Ayad and Rahim (2016:79) state that, change is inevitable, and that managers have to adopt a multi-combination of change leadership strategies as various influencing factors gradually change the dynamics of the individual, NGO organisation and society at large. This is however, in contrast to the public sector organisation in Lebanon (Al Hajji 2011) for instance, where the dominant leadership style is predominantly transactional and transformational. The importance of excellent and unique leadership qualities are vital, and what was further interesting to learn was that most NGO managers were expressive in terms of the desired leadership styles and approaches for their own selves and the organisation as a whole, which indicates the need for more inclusiveness and diversity by adopting a collaboration of servant leadership and features of strategic and mixed method approaches.

Despite facing numerous challenges, NGO managers were critical of the way they were being managed, and the way things are at their NGOs is indicative of their frustrations, hence, their perceptions ultimately do affect the climate and working environment and therefore, affects their own managerial effectiveness

and performance at work. The implications of these findings are that NGO managers are expected to acquire a high level of competence in dealing with a variety of people in their work environments, and that they ought to be able to exert positive power to influence the behaviour of their peers, subordinates and target group members for the sake of achieving the NGOs objectives. Moreover, it is vital to realise the critical nature of the context when considering the feasibility of the parameter, in this case, the individual managers, the NGO organisation and the developing country, India. As a whole, it is agreed that managerial perception and awareness (Parameter 1) is paramount for NGO managers' effectiveness. Its associated influences are linked to job characteristics, parameter 3, 7 and 8 and contextual factor 3 of the Model (Analoui 1999,2002).

6.2.10 Managerial Skills (Parameter Two)

The Model (Analoui 1999:371) states that managers become more and more aware of the need and necessity for possession of skills which enable them to work with people, as an awareness is gained that they cannot be effective unless they can work with or through people, namely their colleagues, peers and subordinates. Moreover, managers require more 'management development' than 'management training'.

The findings in Table: 6.8 indicates that NGO managers are aware and understand the need for specific skills, competencies and training and development (T&D) needs relevant for their own effectiveness at work.

Table: 6.8 Managerial Skills Findings

No	Theme	Findings
2.2	Managerial Skills	<ul style="list-style-type: none">• Skill are focused on people-related, inter-personal and analytical skills• Need to update, improve and strengthen all aspects of Training & development for Managers• Analytical, interpersonal skills, and personal development is perceived as a priority T&D factor• Internal and external choices and opportunities for T&D need to be available for Managers• 'Annual reviews' need to take place to identify and determine Managers T&D needs

Source: Data analysis

It is agreed that various skills and competencies are paramount for managerial effectiveness, as managers become more aware of the need and necessity for possession of skills which enable them to work with people as effectiveness cannot be achieved unless they work with or through people, namely colleagues, peers and subordinates (Analoui 2002). It is interesting that NGO managers identified specific skills which enable them to perform their tasks effectively, and they further agreed, that managerial skills are considered a significant parameter of their own managerial effectiveness at work.

In comparison to the findings of the Senior managers among the Indian Railway Organisation (Analoui 1995), who placed more importance on the need for task-related skills as they moved lower down in the hierarchy, in this research, the inter-linked skills primarily focus on people-related, interpersonal and analytical skills. Consequently, the findings are consistent with the Model (Analoui 1999) and other studies such as in the Iranian steel industry (Labaff et al.1996:58), Oman (Ahmed 2008:232) and Lebanon (Al-Hajji 2011:224) to some extent. However, where the relative importance attached to managerial skills varies according to the position of senior managers in the hierarchy of the organisations in previous studies, this is evidently not the case in this current research, as hierarchal jobs and cadres simply do not exist. The mentioned skills however, vary according to the managers' degree of responsibilities at the NGOs, and not

their level of seniority as Mintzberg (1975) states, managers irrespective of their seniority, require a comprehensive range of managerial skills for their increased effectiveness.

Considering the deep-rooted humanistic nature of the NGO organisations in India which is evident in the literature (Smillie 1995, Edwards and Fowler 2002, Rahman 2003, Hailey 2006), managers have to be empathic and, understand the behaviour of, and control various individuals and members from the high-risk groups in various field environments under various conditions. This is additionally tested through their ability to coordinate and lead, hence, it is not surprising that as the literature states, NGO managers need more conceptual and people-related skills such as communication skills for their effective interpersonal interactions, rather than informational and decisional skills. Moreover, it is not surprising that the mentioned skills as Katz (1974) and Mumford et al. (2000) state are inter-linked and vary according to the NGO managers' level of responsibilities.

The research findings also reveals that NGO managers are aware of vital training and development (T&D) aspects available to them at the NGOs, which contribute towards their effectiveness. These include accessory, natural, combination and activities training. Additionally, they perceive people-related, analytical and interpersonal skills and personal development as priority factors. In agreement with Drucker (1974:402), who states that managers must identify and participate in educational, training and development (T&D) activities to increase their effectiveness, NGO managers stressed that despite the limited training and development (T&D) they receive, it contributes to some extent, towards their increased motivation, some knowledge of strategies and techniques and, to wider projects exposure at various platforms within India. Interestingly, they mentioned the urgent need for more adequate and relevant T&D which is specific to their area of work. This concurs with Bartol and Martin (1994) who further state that NGO managers not only require a body of knowledge related to their field of work, yet they must continue up-dating their existing managerial skills. Furthermore, the finding also relates to Labaff et al. (1996:55) where senior managers of the

Iranian steel industry held a high level of importance to management development training and the acquisition of managerial skills.

It was interesting that NGO managers suggested actions and solutions to improve T&D frequency available to them at the NGOs, as both Kreitner (2001:352) and Sharma (2015) state that programs need to be designed towards motivating, retaining skilled and qualified managers and transfer knowledge, of which if absent, presents major challenges for the managers and NGOs. Given that human resources (HR) and training and development (T&D) is considered a cultural, social, economic and political development strategy in both developed and developing countries (Analoui 2007), alarmingly, it was also found that NGO managers have to adapt to various inadequate traditional and out-dated methods of T&D, and even termed it as 'non-existent'. In desperation, they often learn from each other, especially from a manager who has been newly trained. It is therefore, paramount that in response to the pressures and challenges posed from the changing NGO environments, managers need to be valued with more management development than management training.

As a whole, in a developing and evolving country like India, traditional management techniques have continued to exist within the complex nature of the third sector organisation. It is evident that management development must be adapted to the NGOs situation, be flexible and progress harmoniously as managers' increase their effectiveness and NGOs enhance performance. It is therefore agreed, that Skills and competencies (parameter 2) is paramount for NGO managers effectiveness, and its associated influences are linked to parameter 1, 3 and 4, and contextual factor 1, 2 and 3 of the Model (Analoui 1999,2002).

6.2.11 Organisational Criteria (Parameter Three)

The Model (Analoui 1999:367) states the organisations expectation of its managers is reflected in the nature of the criteria for effectiveness which is held by the organisation. Particular ways of working and standards with which effectiveness is measured, setting and meeting targets, to 'get on with it' and 'get the job done' despite the demands, constraints and difficulties is apparent. It is

agreed that organisational criteria is paramount for managerial effectiveness. However, this can differ in nature and change according to the sector and individual organisation, hence, there are specific criteria for managerial effectiveness within the context of NGO managers in India. These are holistic and humanistic in nature and predominantly based on expectations and a particular way of working.

As shown in Table: 6.9, although NGO managers are aware of their expectations, they are largely responsible and expected to plan, self-motivate and achieve targets according to the NGOs policies and criteria.

Table: 6.9 Organisational Criteria Findings

No	Theme	Findings
2.3	Organisational Criteria	<ul style="list-style-type: none"> • All Managers agree that the policies and criteria are vital, impact and influence their own increased effectiveness • Perceived vital criteria include: having a 'humanistic approach' to the work, 'Staff equality across all sites', the 'implementation of faith and harmony', a 'gender equality policy' and 'non-discrimination' throughout the workplace, and field sites • There are various other policies and factors including: a 'general policy' is perceived as relevant which contribute towards their increased effectiveness • Priority is given to 'following the NGOs policies and guidelines', and perceived as contributing towards their increased effectiveness • Managers perceive that the policies and criteria are designed in favour and only purpose for getting funding Managers perceived this demotivates them and contributes towards their ineffectiveness at work

Source: Data analysis

Interestingly, it was vitally apparent that specific policies which match the nature of the NGOs work exist, such as, the gender policy for equality, implementation of faith and harmony, and non-discrimination across all sites which contributes towards combating and elimination of the multi-diverse social and gender specific

issues within the society, including those which NGO managers have to contend with within the workplace in India as found in the reviews of literature in chapters two and three. Interestingly, managers perceive these as highly relevant, and ones which provide guidance and support towards attaining the NGOs objectives and goals. However, despite some managers agree that these contribute towards their own increased effectiveness to some extent, indications were made which point in favour of the NGOs sole purpose and need for attaining funding. To some extent, this contributes towards managers' ineffectiveness, as the challenging nature of their work demands for supportive policies and criteria which exist to fulfil their purpose.

Specific ways of working at the NGOs meant various criteria exist for NGO managers, of these, targets are set which are measured through case-studies and, punctual reports are implemented usually without their involvement in the set-up, achievement and time management, of which, is perceives equally vital towards their own increased effectiveness. Moreover, despite the difficulties, demands and constraints managers are faced with for the empowerment of high-risk group members of society from both urban and rural areas in India, there is an expectation which exceeds the ability to 'get on with it' and 'get the job done'. They are encouraged to be innovative and use their work to get noticed at local, national and international levels as much as possible.

These findings among NGO managers in India relate to other research, such as in Lebanon (Al-Hajji 2011:228) and Gaza Strip (Marouf 2014:72), where managers were aware of what was expected from them and that their views and opinions concerning managerial effectiveness was partly, formed by the dominant value system of the organisation itself.

As a whole, NGO managers are expected to plan, communicate and self-motivate others, which are expectations very similar to the characteristics used to describe an effective manager. It is therefore agreed, that Organisation Criteria (Parameter 3) is paramount for NGO managers effectiveness. The associated influences are linked to parameter 1, 3 and 8 of the Model (Analoui 1999).

6.2.12 Motivation (Parameter Four)

The Model (Analoui 1999:372) states that to understand effectiveness, attention has to be paid to all parameters of the phenomenon, in particular the motive behind the actions undertaken by managers.

It is agreed that intrinsic motivators and hygiene factors are paramount for managerial effectiveness. For NGO managers in the developing country India, predominant intrinsic motivators, hygiene factors and extrinsic reasons exist which share similarities, and some which are unique as shown in Table: 6.10.

Table: 6.10 Motivation Findings

No	Theme	Findings
2.4	Motivation	<ul style="list-style-type: none">• Priority is given to 'satisfaction to do the work', 'contributing to community development' and, 'giving back for the betterment of society'• Perceived factors for Managers motivation also include, to receive 'appreciation of work from top management', 'freedom to make decisions', 'Choices, authority and control', and to associate a 'religion or faith to humanity work'• Most vital factors for their increased effectiveness relate to 'hygiene factors' and 'intrinsic reasons'• Perceived that 'extrinsic reasons' and 'own motives' are less important motivational factors when considering their effectiveness at work• Inadequate salary, benefits and bonuses, funding and, the lack of training and development constitute ineffectiveness

Source: Data analysis

In contrast to classical and traditional management approaches where Herzberg (1976) states, the importance of psychological and social needs of the employees are non-existent, the nature of the third sector and NGOs work includes humanitarianism and contribution to the betterment of society which is associated to faith, purpose and inner-satisfaction, of which, are in fact, NGO managers main intrinsic motivators. The public sector organisation in Lebanon (Al-Hajji 2011:229) identified jobs with valuable purpose as priority intrinsic

motivators. Hygiene factors for NGO managers are inter-linked with emotional needs which are associated to job satisfaction, remuneration, inadequate training and development (T&D), interpersonal relationships and appreciation from superiors. This also relates to McGregor's theory Y (Kreitner 2001), as managers are energetic and creative individuals who, with the opportunity could ultimately achieve and excel. However, this differs to research in Egypt (Marouf 2010:308), where although textile managers revealed a high degree of satisfaction related to job security, they preferred to be directed with less ambition as McGregor's theory X (Kreitner 2001:52) states, are traditional characteristics. Factors relating to extrinsic reasons, those which are driven by external rewards include the NGOs name and awareness at local, national and international levels are perceived paramount for NGO managers own effectiveness, whereas in previous studies, this holds less or no importance. In the Iranian dairy industry (Tabandeh 2015:280) managers perceived factors linked to the economy and price control affected the organisation and managers performance and, to some extent, the revolution improved worker's rights. Whereas in Egypt (Matar 2010:325), senior textile managers associated their job title as a status symbol which provided them with a highly professional and prestigious image within society.

The findings agree with the Model (Analoui 1999) that in order to understand the complexities of NGO managers' effectiveness, the motivation behind their actions at work must be understood. It was interesting that what was expressed as the motivators were indeed some areas of concern and the main source of discontent and frustration. In this research, motivational factors relate to hygiene factors, intrinsic reasons and extrinsic motivators which are inter-linked challenges associated to issues relating to the NGOs rewards system and, training and development (T&D) which managers have to contend with, and adversely, influences their ineffectiveness at work. Moreover, it is clear that emotional factors which relate to community development as a whole, are the main motivating factors towards the NGO managers increased effectiveness. It is therefore agreed, that Motivation (parameter 4) is paramount for NGO managers' effectiveness, and its associated influences are linked to parameter 2, 5 and 7, and contextual factor 3 of the Model (Analoui 1999,2002).

6.2.13 The Degree of Demands and Constraints (Parameter Five)

The Model (Analoui 1999:374) states that it is difficult if not impossible to deal with the issue of effectiveness at work without considering the 'constraints and demands' with which managers are faced. Realistically, managers are not free floating agents, allowed to do what they desire. In almost all organisations, there are inhibiting forces which slow down the progress and need to be managed, removed or negotiated.

It is agreed that demands and constraints play a vital role towards managerial effectiveness. However, this can differ in nature and change according to the sector and specific individual organisation. Evidently, the findings in Table: 6.7 show the inter-linked and inter-related demands and constraints NGO managers identified, of which, majority of them relate to the internal aspect of the NGOs organisation.

Table: 6.11 The Degree of Demands and Constraints Findings

No	Theme	Findings
2.5	Demand and Constraints	<ul style="list-style-type: none">• There are various inter-related demands and constraints• Financial constraints, delays and budgeting concerns• Meeting management and donor expectations results in pressure and challenging demands• Managers volunteer their own time to address high volume of administrative duties for transparency purposes

Source: Data analysis

There are 3 demand factors and 8 constraint factors which NGO managers are aware of, and are further heightened with factors linked to their training and development (T&D) needs, and some external factors relating to social attitudes and deep-rooted cultural traits. Time-management is a demand associated to managers being overburdened with numerous administrative duties and tasks which need to be completed for transparency purposes. Additionally, challenges and expectations relate to the pressures incurred by various NGO management and donor expectations which consequently, relate to issues in relation to projects completion. It is important to mention that these mentioned demands do not comply to previous research such as in Lebanon (Al-Hajji 2011:231), where

although external factors were evident, demand traits associated to the extended family and other workloads were major factors. Moreover, despite demand differences exist in the previous research, the constraints share some similarities which are relevant to NGO managers in India. These major constraints are associated to the shortage of appropriate staff, lack of communication and cooperation, basic remuneration and financial constraints.

The constraints and demands, whether those identified and briefly introduced or those which will never be mentioned, such clusters of demands at an individual, organisational and a wider social level, according to Stewart (1982), leave the managers with very little chance to determine their own level of effectiveness. Despite the difference between the degree of emphasis placed on the identified factors, a cluster of internal and external factors tends to be predominantly present within the NGOs, which ultimately hinders the managers effectiveness. These unique influences are linked to parameter 2, 3 and 7, and contextual factors 2 and 3 of the Model (Analoui 1999, 2002).

6.2.14 Presence of Choices and Opportunities (Parameter Six)

The Model (Analoui 1999:380) states that the choices open to managers in order to be effective at work are primarily determined by the degree of demands placed on them and the constraints in their job. The presence of 'role culture' and lack of motivation 'has forced some managers to think of themselves'. Therefore, the exploration of choices perceived as being available to them indirectly showed the presence of a strong belief in what could only be regarded as the main reason for 'person-cultures'.

It is agreed that choices and opportunities are vital towards managerial effectiveness. However, this can differ in nature and change according to the sector and specific individual organisation. The NGO managers in India mention some choices and opportunities available to them which relate to the internal and human resource development (HRD) opportunities. Moreover, as shown in Table: 6.12, they point to solutions and ways of dealing with the present situation in order to increase their effectiveness at work.

Table: 6.12 Choices and Opportunities for Effectiveness Findings

No	Theme	Findings
2.6	Choices and Opportunities	<ul style="list-style-type: none">• Various factors relate to demands and constraints• Need for more advocacy to network better, and build contacts at various levels• Aspire for improved capacity building, T&D and better working conditions for increased effectiveness• Managers are aware of Third Sector, and the need for more 'multi-opportunities' at national and international levels• Choices and opportunities indicate the presence of some 'person-cultures' among Managers

Source: Data analysis

As mentioned previously, NGO managers are aware of the skills and competencies they require to enhance their managerial effectiveness. Interestingly, although their perception of opportunities related to 'freedom of choice', 'power and authority' and 'advocacy to network better' as vital factors, a major finding indicates that managers showed levels of disappointment in the limited training and development (T&D) opportunities available to them. It is alarming that NGO managers have to obtain expected targets and complete workloads with inadequate or even non-existent T&D opportunities available to them. It is evident that hardly any choices or opportunities to develop or train NGO managers which will allow them time away from the field-sites exist, and neither was there any sign to employ better local or external support. Moreover, specific training was mentioned as vital towards their development, as managers agree that a re-evaluation of the choices and opportunities available to them at the NGOs is vital, and perceive it a paramount factor for their own self-development, knowledge sharing and exposure at various levels and platforms. This finding is the only shared similarity with other research which was carried out in public sector organisations in Oman (Ahmed 2008), Lebanon (Al-Hajji 2011) and the Gaza Strip (Marouf 2014). However, it is important to mention that there is a clear disparity in the features associated to this context.

As a whole, the perceived choices and opportunities mentioned relate to demands and constraints, and the absence of adequate training and

development (T&D) and an appropriate appraisal system indicates, the presence of non-existent choices and opportunities within the context of NGO managers in the developing country India. Managers often have to manage and learn on the job hence, as the third sector environment and organisation is evolving in the developing, yet modern country of India, the presence of 'role culture' and inadequate support indirectly is forcing NGO managers to think of themselves, and reveals the presence of 'person-cultures'. The influencing factors mentioned relate to parameter 2, 5 and 7 of the Model (Analoui 1999).

6.2.15 Inter-Organisational Relationships (Parameter Seven)

The Model (Analoui 1999:382) states that all respondents saw their effectiveness as being affected, if not determined, by the overall effectiveness of the organisation. It was evident that the respondents were aware that there is a two-way relationship between their effectiveness and the organisation that was determined partly by their organisation's relationship with other organisations and agencies, both nationally and internationally. It is agreed that inter-organisational relationships are vital towards managerial effectiveness. However, this can differ in nature and change according to the sector and specific individual organisation.

In this research, all the managers showed an awareness of inter-organisational relationships, however interestingly, focus was primarily on an in-depth association relating to intra-organisational relationships at the NGOs in India as shown in Table: 613.

Table: 6.13 Inter-Organisational Relationships Findings

No	Theme	Findings
2.7	Nature of inter-organisational relationships	<ul style="list-style-type: none"> • Two-way relationship between Managers and the NGO • Various inter-departmental relationship factors exist • Challenging factors pose delays and ineffectiveness • Need to strengthen relationships

Source: Data analysis

As the literature states, the formation of networks among NGOs in India has been fragmented due to funding issues and ideological differences. It is understood

that the connections and links within the NGOs and associated organisations need to be strengthened, as NGO managers perceive their effectiveness is affected by the overall performance of the NGOs itself. The two-way relationship for effectiveness is clearly between the managers and the NGOs internal aspects related to good communication and relationships. Specific aspects include the existence of a pleasant atmosphere, harmony and, a collective support network among all sections and departments within the NGOs is paramount. Interestingly, factors associated to the existence of rivalry and competition among NGO staff further challenges their effectiveness.

The findings of this research do not concur with other research where various inter-linked organisations and managers are related to one another in Lebanon (Al-Hajji 2011:237) for instance. However interestingly, in the Gaza Strip (Marouf 2014:79), both intra-organisational and inter-organisational factors were paramount for Police managers effectiveness. Moreover, a similarity that almost all managers were aware of was that, the importance of establishing and strengthening links within and externally of their organisations, and to continually intensify them as Padaki and Vaz (2003:30) state, collaborative behaviours across groups and organisations are crucial to the development process, and that there is always a dynamic interaction with the external environment.

As a whole, NGO managers agree that their effectiveness is affected, if not determined, by the overall effectiveness of the organisation. Evidently, they are aware that there is a two-way relationship between their effectiveness and the NGOs, however, emphasis is primarily placed on the internal-relationships of the NGOs rather than with other inter-linked organisations. By further strengthening communication, and eliminating competitiveness among staff, with a sense of togetherness to achieve the NGOs overall common goal and vision, is identified as paramount for managers increased effectiveness at work. These influences are primarily linked to parameter 3 and contextual factor 3 of the Model (Analoui 1999,2002).

6.2.16 Dominant Managerial Philosophy (Parameter Eight)

The Model (Analoui 1999:385) states that the dominant managerial philosophy in an organisation does influence the operations which are carried out in it and the roles performed, and generally it influences the flow of information and the informal and structured relationships among the people in the organisation. The leadership of the organisation provides the standard for the patterns of behaviour and therefore, has proven to be a decisive factor in determining the effectiveness of the managers in the organisation.

It is agreed that dominant managerial philosophy is vital towards managerial effectiveness. However, this can differ in nature and change according to the context.

In this research, specific dominant managerial philosophy and practices exist. NGO managers are aware of, and perceive these to be humanistic, democratic, participatory and strategic in nature, whereas, in fact, a predominant mixture of traditional with minimal modern and contemporary approaches and characteristics of servant leadership seems to prevail, as shown in Table: 6.14.

Table: 6.14 Dominant Managerial Philosophy Findings

No	Theme	Findings
2.8	Dominant Managerial Philosophy	<ul style="list-style-type: none">• A mixture of mostly 'traditional' and some limited 'modern' management approaches are identified• Managers perceive that 'humanistic', 'democratic' and 'participatory' approaches exist• Priority is given to 'humanistic' and 'strategic' approaches• Need to learn and adopt modern approaches into the NGOs Management Philosophy

Source: Data analysis

Interestingly, the multi-faceted, deep-rooted nature of work and inevitable environmental changes associated with the NGOs in India, implies that a humanistic approach to work is given priority; with the addition of combining strategies and approaches according to the situation is highly evident. Some managers even mentioned various approaches specific to their work such as

adopting a 'faith-based', 'strategic' or 'democratic' approach. Clearly the concept of change management is evident both internally and externally of the NGO organisations, which effects the managers leadership and style. A primary motive managers have is to collaborate and serve community development and the high-risk group members; Migrant Workers (MWs), Sex Workers (SWs) and Truck Drivers (TDs) through intervention projects and target areas, coupled with major challenges and hence, the need to constantly adapt. Moreover, various external influencing factors such as multi-complex social attitudes, globalisation and modernisation in India as a whole, causes the working dynamics of the NGOs and managerial leadership styles to become more diverse, as Edwards and Fowler (2002:423) and Ayad and Rahim (2016:87) state, there are no set rules or techniques other than guidelines to adjust to the process and dynamics of the leadership responsibilities.

This is similar to some extent in the case of Lebanon (Al-Hajji 2011: 241), where traditional preferences for 'politically correct administration' as opposed to management resulted in managers' ineffectiveness and the organisation as a whole. It was further observed that this public sector organisation was trying to be democratic however; dominant bureaucratic methods were more evident. Moreover, in Palestinian NGOs (Samour 2010:303), managers believed that employing strategic management techniques and approaches significantly assist in solving internal problems, reducing conflict and significantly impacts overall performance. Consequently, it was also stated that the NGOs appear and are becoming increasingly business-like and are therefore, to some extent losing their distinctive identity and values.

As a whole, there is hardly a defined dominant managerial philosophy being used. The NGOs management is aware of the situation, and need to make improvements towards more systematic and open-system approaches of working, as complex internal and external influences pose major challenges for managerial leadership and their increased effectiveness at work. These influences are linked to parameter 1 and 3, and contextual factor 3 of the Model (Analoui 1999,2002).

6.2.17 Contextual Factors

Managers perceive that all the contextual factors contribute towards their effectiveness at work, especially those factors related to personal, internal and external environments. Clearly some environmental factors which relate to both internally and externally of the NGOs and specific issues which relate to multi-various, complex and diverse social and cultural aspects, globalisation and modernisation, and, India as an emerging country, pose major challenges for NGO managers own increased effectiveness at work.

As Analoui (1999, 2002:24) states that, managerial effectiveness is not the only outcome of the parameters for effectiveness, and neither can the parameters be considered in isolation either. Moreover, the effectiveness of the individual manager is mainly determined by the perception of their own and the organisational interests, as well as being affected and influenced by the cluster factors from within organisational and external sources. From the 15 findings in Table: 5.63 in chapter five, there are interesting and important findings relating to (1) personal, (2) internal and (3) external environmental contexts in relation to NGO managers effectiveness as the following discussion presents.

6.2.18 Personal Factors (Context One)

In this research and as Analoui (1999) states, the overall assessments of the influence of the identified parameters have to be considered with the individual context. Primarily, personality traits, values and beliefs and cognitive factors which relate to inner conviction, motives, motivation, genuine interest and positive attitudes towards the work itself, are vital for managers' effectiveness at work.

It is agreed that personal attributes are vital towards managerial effectiveness, however, this can differ in nature and change according to the individual manager, the specific organisation and other influencing factors. Self-understanding is a pre-requisite for leading and managing others effectively, responsibly and respectfully. Traits associated to servant leadership and those learnt from the external environment such as the home environments, to some degree, are a vital aspect of personal attributes which contribute towards NGO managers own increased effectiveness at work as shown in Table: 6.15.

Table: 6.15 Personal Factors Findings

No	Context	Findings
3	Personal	<ul style="list-style-type: none">• Specific personal attributes, traits and characteristic factors are vital• Leadership qualities and skills are equally important• Competencies learnt within the home environment influence Managers work and effectiveness• Managers self and personal development need improving

Source: Data analysis

Personal factors which relate to inner-satisfaction and motivations to serve the community are paramount, various task-related and work-related competencies and factors such as; managing people, problem-solving, ability to multi-task and being diplomatic are equally important. Interestingly, NGO managers perceive self-development and professional skills relevant factors however, they are not as vital as the former mentioned factors and attributes. This is in contrast to previous research carried out in Oman (Ahmed 2008:245), where improving public sector managers performance, developing their potential at work, technical skills, interaction systems, managing financial aspects and effective use of information technology was crucial.

As a whole, these unique, multi-faceted personal attributes and qualities for NGO managers' effectiveness at work are inter-linked, and relate to parameter 1, 2 and 8, and contextual factor 3 of the model (Analoui 1999,2002).

6.2.19 Organisational Factors (Context Two)

It is agreed that internal factors, those which are from within the NGOs organisation, are vital towards managerial effectiveness. However, this can differ in nature and change according to the specific organisation and other influencing factors.

There is a combination of inter-linked organisational factors and influences which contribute towards NGO managers own effectiveness at work as shown in Table: 6.16.

Table: 6.16 Organisational Factors Findings

No	Context	Findings
2	Organisational / Internal	<ul style="list-style-type: none"> • NGOs unique nature and traits are vital for effectiveness • Limited control and authority influences ineffectiveness • Various Management factors and influences need updating • Eliminate competitiveness among staff • Limited internal management expertise within the NGOs

Source: Data analysis

The NGOs unique humanistic and holistic nature works in harmony and contributes towards managers increased effectiveness, however; there are a combination of inter-linked internal factors which relate to some parameters and contexts. 'Communication' within and between departments, various policies and criteria include 'non-discrimination' and 'women empowerment' within the workplace are perceived paramount factors which need to be further developed and improved. It was specifically stressed that a 'gender policy for equality' is vitally important and a sense of support and guidance with the existence of a good general policy is paramount. Some factors which pose limitations for NGO managers' effectiveness, relate to inclusiveness in decision making processes, and to some extent, relate to the out-dated culture, policies and managerial practices. Interestingly, the NGOs name, reputation and its collaborations at district, state, national and international levels is paramount in terms of managers' motivation towards their own increased effectiveness. Nevertheless, this is perceived as an ideal opportunity for their own personal and self-development and further enhances their motivation. Additionally, NGO managers were consistent in their need for the NGOs management to invest in them to increase their effectiveness at work through improved training and development (T&D), to introduce better work ethics and attitudes, and update working practices with some modern and contemporary approaches. Hence, the impact of internal

organisational factors on adapting to both internal and external environmental changes is significantly important.

These findings are unique to NGO managers in India, and hence, share fewer similarity with other research. In the public sector in Oman (Ahmed 2008:247), establishing a strategic management approach would significantly impact the operational decision-making of the organisation, and NGO managers in Palestine (Samour 2010:326), perceived that environmental scanning is a very important factor for NGO success and its effectiveness.

As a whole, there is limited management expertise within the NGOs which directly influences the effectiveness of NGO managers at work. Moreover, various complex and inter-linked internal, and some external factors are inherent upon the NGOs organisation, of which, NGO managers have to content with within their challenging work. These influences are linked to parameter 3, 4, 7 and 8, and contextual factor 1 and 3 of the Model (Analoui 1999, 2002).

6.2.20 External Factors (Context Three)

It is agreed that external factors, those which from outside the NGOs organisation, are vital and contribute towards managerial effectiveness at work. However, this can differ in nature and change according to the specific context and various other influencing factors.

There is a combination of inter-linked external factors and influences which contribute towards NGO managers own effectiveness at work as shown in Table: 6.17.

Table: 6.17 External Factors Findings

No	Context	Findings
3	External	<ul style="list-style-type: none"> • Links with external sources at both national and international levels are identified as career opportunities • Numerous socio-economic factors • Various social, globalisation and modernisation factors contribute towards Managers ineffectiveness • Social and society factors need improving • Direct Government intervention than international work • Political concerns and funding challenges pose restrictions

Source: Data analysis

In the post-independence era, the development agenda has focused on reducing the gap between India and more industrialised countries. Societal culture is a collective mental programme of people who share a similar environment, shaping cultural values related to work and behaviour in the organisation. Therefore, as Dwivedi et al. (2007:160) further state, there are numerous external factors including constraints created by excessive political, globalisation, modernisation, socio-economic laws and deep-rooted cultural values and perceptions specific to India, which affect NGO managers effectiveness at work. Various external factors directly affect other parameters and contexts of the Model such as; motivation, inter-departmental relationships and personal attributes, as the NGOs tend to generate their own sub-cultures by division of labour and the creation of institutional loyalties and standards. More importantly, the rich, diverse care and value approach within India's emerging and modernising society is perceived as diminishing, due to the multi-faceted and complex external influencing factors. Thus, posing major challenges on the NGO managers' effectiveness at work.

To some extent, these findings are similar to other research however, the characteristics are different. In Lebanon (Al-Hajji 2011:244) effects of cultural and political instability and insecure conditions affected managers to getting their jobs done, and in Palestinian NGOs (Samour 2010), managers perceived conflict and security situations, political and legal development, social and cultural trends and technological changes affected their decision-making and strategy

formations. NGO organisations as Padaki and Vaz (2003:23) state, are social and resource institutions which are best understood from the perspective of 'open systems' and their inherent need to attain 'purposefulness'. However, despite that NGOs share important values, incentives and interests, the external environmental factors predominantly have the major influence on NGO managers effectiveness at work, and is one which is consequently, beyond the managers control. NGOs do not operate in a vacuum, however, in a changing external environment as Ayad and Rahim (2016) state, can have deep implications on the organisation and managers effectiveness. These influences are linked to parameter 4 and 7, and contextual factor 1 of the Model (Analoui 1999, 2002).

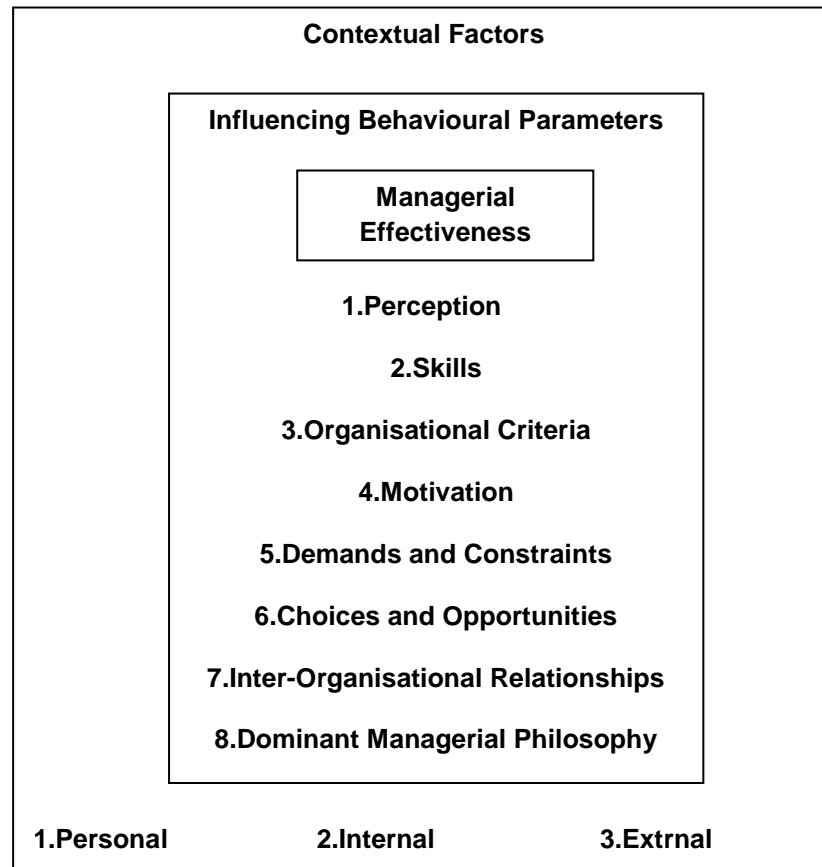
6.3 Section Two

The Model of eight parameters of effectiveness (Analoui 1999, 2002) was presented in Figure: 36 in chapter one, at the end in chapter two (see page: 111) and in Figure:6.2 below. It has been the principal foundation in this research where it has been contextualised in the context of NGO managerial effectiveness in India. Based on the findings and discussions, it is now revisited, examined and refined to fit the specific and unique context of this research.

6.3.1 Revisiting the Guiding Framework

Whilst all the parameters of effectiveness and contextual factors of the Model (Analoui1999, 2002) made sense to all the NGO managers, it was clear that they perceived their own effectiveness resulting from a variety of inter-linked factors rather than one single factor. In the foregone review and discussions, there are characteristics which share similarities and differences with the Model (Analoui 1999, 2002) in Figure: 6.2, and are discussed and further presented in detail in Table: 6.18.

Figure: 6.2 The Model of Eight Parameters of Managerial Effectiveness



Source: Adapted from Analoui (1999, 2002)

All the parameter and contexts of the Model (Analoui 1999, 2002) made sense to NGO managers, who were aware of the differences between themselves and managers in other organisations, sectors and to some limited extent, other countries. Moreover, considering the nature of their working environment in India, they perceive that their managerial effectiveness and related factors are unique and individual. For instance, in relation to perception (parameter 1), it is interesting that regardless NGO managers have a non-existent hierarchy of jobs roles, however instead have categories, cadres, and a complex nature and responsibilities associated to their jobs, they show similarities and understanding with the Model (Analoui 1999,2002), such as, specific characteristics and an awareness of their own effectiveness as a manager and others at work exist. This finding and the Model (Analoui 1999, 2002) agree that people-related, interpersonal and analytical skills are vital for managers increased effectiveness

and that managers require more development, thus, the importance of inter-linked skills are based on the individual NGO managers unique responsibilities (parameter 2). The organisational criteria (parameter 3) similarity, is an awareness of managers' expectations, and their effectiveness is measures with set-indicators and is target driven. Consequently, an apparent difference is that NGO managers in India are not encouraged to publish their work whereas in the Ghanaian Public Sector organisation (Analoui 1999), managers were expected to publish at international levels.

Motivation (Parameter 4) factors associated to remuneration is a shared similarity, however, a difference is that external influences linked to the NGOs name and prestige within society are major factors compared to that in Ghana (Analoui 1999). A similar demand and constraint (parameter 5) is that influencing factors relate primarily to the internal aspects of the organisations, and a difference is that among the NGOs in India, inadequate development needs and, social attitudes and traits further adds to these challenges. Although choices and opportunities (parameter 6) are present in Ghana (Analoui 1999), they are literally non-existent among NGO managers in India. Moreover, managers agree with the model (Analoui 1999) that a two-way relationship between them the NGOs and other associated organisations must exist (parameter 7), however, attention to this relationship focuses primarily on intra-organisational aspects of the NGOs.

As there is hardly any formal training and development (T&D), the dominant managerial philosophy (parameter 8) in Ghana (Analoui 1999) and NGOs in India have a similarity, which follow traditional styles approaches and practices. Consequently, a significant difference is that NGO managers must incorporate human-related and some contemporary approaches into their work which considers the unique nature of their work and adapt according to the situation at work.

The interesting aspect of the Model (Analoui 1999, 2002) is the recognition of the contextual factors; personal, internal and external sources of influence, which at the same time also notice the differences in the extent to which these sources affect the individual managers, organisation and have an influencing impact on

the parameters as a whole. Moreover, the effectiveness of the individual manager is mainly determined by the perception of their own and the organisational interests, as well as being affected and influenced by the cluster factors from within organisational and external sources (Analoui 2002:24).

In relation to personal attributes (contextual factor 1), a similarity shared with the Model (Analoui 1999, 2002) is that NGO managers are aware of their responsibility towards self and professional development. In contrast, it is not associated to any hierarchy structures at work although, it is linked to the demands and uniqueness of their work and environment. There are various inter-linked internal factors which directly relate and influence the parameters of effectiveness and contextual factor for NGO managers effectiveness (contextual factor 2), which relates to the Model (Analoui 1999, 2002). The NGOs cultural forces such as intra-organisational relationships reflect the criteria for effectiveness. A distinct difference is that limited management and managerial leadership expertise exist, and interest for external exposure is perceived as an 'ideal' opportunity by NGO managers to think about their own personal and career development. Various multi-faceted external cultural constraints and forces (contextual factor 3) created by excessive deep-rooted cultural values, norms and traditions specific to India exist, which affect and influence NGO managers effectiveness at work. Consequently, these are beyond the control of the manager who has to contend with the consequences and decision-making processes at work as the NGOs management expertise is limited.

These and detailed characteristics which share similarities and differences with the Model (Analoui 1999, 2002) are presented in Table: 6.18.

Table: 6.18 Summary of Characteristics: Similarities and Differences with the Model (Analoui 1999, 2002)

Characteristics of the Model (1999,2002)	Similarities	Differences
Awareness (Parameter 1)	<ul style="list-style-type: none"> • Aware of their own and others ME • Have unique, personal qualities and traits • Multi-faceted individual • Deals with people at work • Describe characteristics of an 'ideal' manager • Indicative of the functional Manager 	<ul style="list-style-type: none"> • There is no hierarchy of job posts among NGO managers • To perform tasks with little supervision • Incorporates inclusiveness and diversity • Collaboration of leadership traits, styles and approaches
Skills (Parameter 2)	<ul style="list-style-type: none"> • Awareness of specific inter-linked skills/competencies/T&D relevant for their jobs and ME • Consistency the way managers perceive themselves and others • Knowledge and abilities are essential for their ME • People-related, interpersonal and analytical skills are vital for managers increased effectiveness • Managers require more management development than management training 	<ul style="list-style-type: none"> • No relationship between hierarchy of job roles and awareness of required skills • The importance of inter-linked skills are based on the individual NGO managers responsibilities • Minimal traditional NGO management techniques exist • T&D is non-existent • Managers suggest actions, solutions and need for specific T&D relevant to their work • Management and development needs to be adapted according to the managers/NGOs situation and uniqueness
Organisational Criteria (Parameter 3)	<ul style="list-style-type: none"> • Particular ways of working and standards • Awareness of expectations • Expected to: plan, self-motivate and achieve targets 	<ul style="list-style-type: none"> • Holistic and humanistic nature of working environment • Specific policies exist to match the nature of NGOs work • Policies exist in benefit of the NGOs gains

	<ul style="list-style-type: none"> • Set indicators and various targets are set to measure ME • Organisational expectations are to exceed the ability to 'get on with it' and 'get the job done' • Managers views and opinions of their own ME is influenced by the dominant value system 	<ul style="list-style-type: none"> • Managers identify and are aware of the core values of the NGOs • Not encouraged to publish their work, but to use it to get 'noticed' at various platforms • Some factors contribute towards managers ineffectiveness
Motivation (Parameter 4)	<ul style="list-style-type: none"> • Remuneration is an important motivator • Demotivators/ineffectiveness exist and relate to salaries and incentives • Some motivators were the problem areas, main sources of discontent and frustration 	<ul style="list-style-type: none"> • Intrinsic, extrinsic and hygiene factors are the main motivation influences for ME • Most important motivators are Inter-linked hygiene factors associated to: job satisfaction, remuneration, inadequate T&D, interpersonal relationships and appreciation from superiors • Extrinsic factors are linked to the NGOs name and prestige within society and various platforms • Motivation factors are inter-linked and are either: motivators, demotivators, contribute towards ineffectiveness
Demands & Constraints (Parameter 5)	<ul style="list-style-type: none"> • Inter-linked/inter-related demands and constraints relate to internal aspects of the organisation • Most important D&Cs are: time management, shortage of resources and appropriate staff, expectations, lack of appreciation 	<ul style="list-style-type: none"> • D&Cs are heightened with factors related to managers T&D needs and external social/society attitudes and traits

	<ul style="list-style-type: none"> • Lack of motivation related to remuneration/basic salaries and rewards and financial/funding constraints 	
Choices & Opportunities (Parameter 6)	<ul style="list-style-type: none"> • Choices and Opportunities relate to internal and HR/HRD aspects • Choices and opportunities relate to demands and constraints • T&D most important factor for ME • Disappointment in levels of current T&D opportunities available, contributes towards ineffectiveness • Managers have no confidence in the effectiveness of the Choices and Opportunities • Not able to meet the needs and demands of the managers • Presence of 'role culture' and 'person culture' • Mentioned factors are solutions rather than opportunities 	<ul style="list-style-type: none"> • No choices, but are expected to obtain targets with little/non-existent opportunities • Presence of 'person culture' as managers have to think of alternatives • Non-existent Choices and Opportunities
Inter-Organisational Relationships (Parameter 7)	<ul style="list-style-type: none"> • Awareness of inter-organisational relationships • ME is affected by the overall performance of the organisation • 2-way relationships exist 	<ul style="list-style-type: none"> • Focus is mainly on intra-organisational relationships • 2-way relationship between managers and internal aspects of the NGOs, and no other/external organisations

		<ul style="list-style-type: none"> Identify the need to intensify and strengthen inter-organisation relationships
Dominant Managerial Philosophy (Parameter 8)	<ul style="list-style-type: none"> Presence of Dominant Managerial Philosophy exist Traditional management or correct administration adherence is varied 	<ul style="list-style-type: none"> Specific Dominant Managerial Philosophy consists of: human-related and some strategic approaches which are predominantly influenced by a mixture of 'politically correct administration' and traditional approaches Multi-faceted features of the work influence the use of these approaches External and society influences cause fluctuation in work practices
Contextual Factors		
Personal	<ul style="list-style-type: none"> Self-development and professional skills are relevant factors 	<ul style="list-style-type: none"> Personal/Inner-satisfaction, motivations to serve the community, various task-related/work-related competencies are vital Not relevant to hierarchy of jobs Inter-linked factors
Internal	<ul style="list-style-type: none"> Organisational structure and cultural forces Mission statement Employee relationships 	<ul style="list-style-type: none"> Inter-linked factors relate to the parameters and contexts. Ineffectiveness factors relate to inclusiveness in decision making processes, and out-dated culture, policies and managerial practices. NGOs name and prestige contributes towards personal and self-development. Termed as an 'ideal' opportunity

		<ul style="list-style-type: none"> • Suggestions made for improved work ethics for increased motivation • Limited management expertise within the NGOs which directly influences NGO managers effectiveness
Contextual	<ul style="list-style-type: none"> • Culture factors • Senior management made an informed choice and acted upon external influences strategically • Stakeholders interests • Situational factors 	<ul style="list-style-type: none"> • Cultural characteristics and factors are specific to India • External factors and changes are major influences upon managers effectiveness • Beyond the managers control. • Limited management expertise within the NGOs

Source: Data analysis

6.3.2 Suitability of the Parameters of Effectiveness Model for This Study

Evidently, the Model (Analoui 1999, 2002) has been contextualised in various other contexts such as in, Oman (Ahmed 2008), Lebanon (Al-Hajji 2011) and Palestine (Marouf 2014) and are applicable to the individual contexts and environments. Similarly, in the case of this research, the sources are the same, however, the parameters and contextual characteristics as discussed in this chapter are different and consider the uniqueness of the context of the study which explores NGOs managerial effectiveness in India.

6.3.3 Modified Framework for NGO Managerial Effectiveness in India

All the parameters of effectiveness and contextual factors of the Model (Analoui 1999, 2002) apply and are suitable for this context. However, based on the findings and in-depth discussions, the research framework model (Analoui 1999,2002) has therefore, been adapted and modified to fit this specific and unique context, which facilitates the feasibility of the research for NGOs managers effectiveness in India. The hierarchy of relevance of the parameters of effectiveness, and the degree of importance of the contextual factors are the same, however, apply differently to this context in comparison to the order in the original Model. An explanation of this adapted and modified Model for this context is presented in the following discussion and shown in Figure: 6.3.

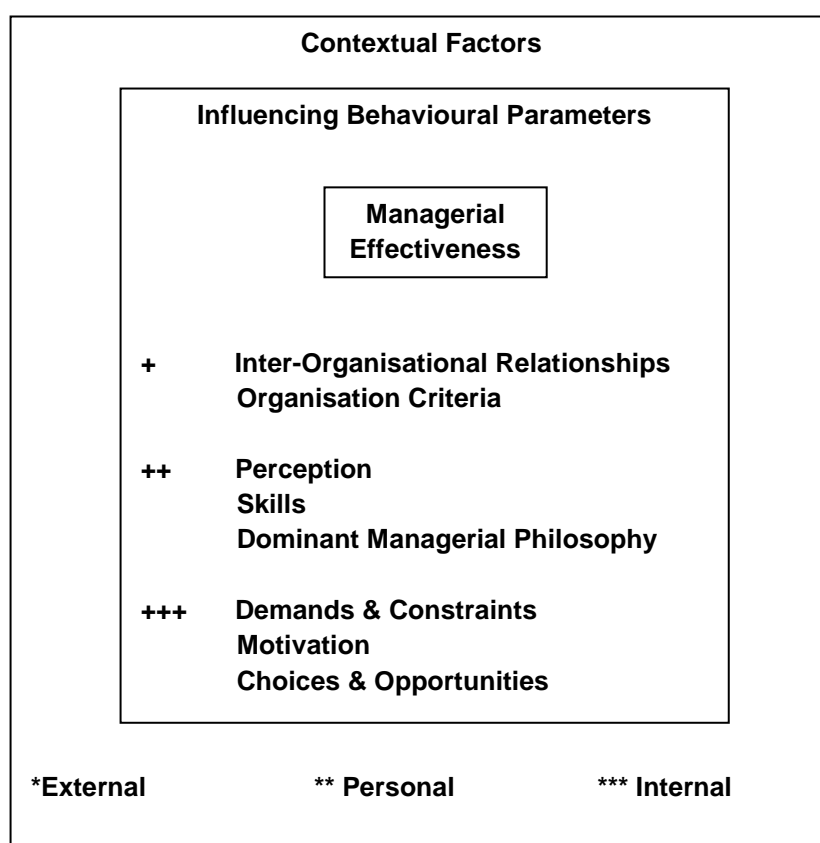
Simply, Figure: 6.3, reveals the level of importance of each parameter in three different groups, and the degree of importance for each individual contextual factor specific for the context of NGO managerial effectiveness in India.

The parameters of effectiveness (Analoui 1999, 2002) which are also shown in Figure: 6.2, are applied to this context in three separate groups and in order of hierarchal importance. There are five parameters which are more important and these are; in group 1(+): inter-organisational relationships (parameter 7) and organisational criteria (parameter 3) which both share equal importance, and in group 2 (++): perception (parameter 1), skills (parameter 2) and dominant managerial philosophy (parameter 8). These are followed by the remaining three parameters as their importance is perceived lower compared to those mentioned. These are in order of their importance in group 3 (+++): demands and constraints

(parameter 5), motivation (parameter 4), and choices and opportunities (parameter 6).

The assertion of the three contextual factor; (1) personal, (2) internal and (3) external influences have identified specific and unique degrees of differences which affect the NGO managers' effectiveness at work. First and foremost, the degree of importance of the external influences (contextual factor 3) are crucial and are the main decisive factor which has a direct impact on the characteristics and traits of the other contexts, and hence, influences all the parameters of effectiveness as a whole. This is followed by personal attributes (contextual factor 1) and internal organisational environment (contextual factor 2).

Figure: 6.3 NGOs Model of Managerial Effectiveness in Context of India



Source: Data analysis

*Degree of importance

+ Order of importance

The demographic data has enhanced the realistic profile of the NGO managers, are inter-linked and relate to the individual parameters of effectiveness and contextual factors. Female managers dominate the workforce, as the notion is that with natural coping mechanisms to deal with the deep-rooted cultural and social pressures, their existence and participation in the NGOs is more conducive to their belief system and lifestyles. Irrelevant of the age factor and the notion that older people represent wisdom, rationale, and experience, all the NGO managers showed equal physical and mental energy and behaviours. NGOs have a changeable organisation structure and a hierarchal system related to managerial positions vaguely exist. Additionally, work experiences have a significant effect on the managers' level of job satisfaction, their actions and decision-making which are related to the nature of the work, responsibilities, achievement and recognition for work well-done. Furthermore, NGO managers are highly educated, and their knowledge, education and professional qualifications are directly linked to their skills, competencies and training and development (T&D) needs. Moreover, inequalities in the number of staff each individual manager is responsible for exists. Managers with the larger number of subordinates undoubtedly have the largest share of the workload, thus, they have less time for their own development.

In relation to the parameters of effectiveness, NGO managers are aware of their own and other effectiveness at work. They have specific managerial and leadership qualities, are multi-faceted and a people-person who has various attributes to confidently deal with people at work. Despite traditional management and development approaches have existed within the complex nature of the third sector organisation in India, managers are aware of, and further understand the need for specific skills, competencies and training and development (T&D) relevant for their own effectiveness at work. There are specific criteria for managerial effectiveness which are holistic and humanistic in nature and predominantly based on expectations and a particular way of working. NGO managers' motivations relate to hygiene factors, intrinsic reasons and extrinsic motivators which are inter-linked challenges associated to issues relating to the NGOs rewards system and, training and development (T&D) which managers have to contend with, and adversely, influences their ineffectiveness.

Moreover, a cluster of internal and external demands and constraints present within the NGOs hinder the effectiveness of the managers. Choices and opportunities relate to demands and constraints, and the absence of adequate managerial development and appraisals indicates the presence of non-existent choices and opportunities within the context of NGO managers in the developing country India. The presence of 'role culture' indirectly forces managers to adopt 'person-cultures'.

Managers' effectiveness is determined by the overall performance of the NGOs. Awareness of a two-way relationship exists however, emphasis is placed on the internal-relationships rather than with any other connected organisations. Moreover, there is hardly a defined dominant managerial philosophy being used. Improvements towards more systematic and open-system approaches of working are required as complex internal and external influences pose major challenges for managers' leadership and their increased effectiveness at work.

As the findings and discussion point to the overwhelming presence of factors which constitute all the parameters of managerial effectiveness, there is also a need to consider the contextual factors which determine the choices of behaviours and the degree of NGO managers' effectiveness. Personal attributes of the manager and internal factors of the NGOs are predominantly influenced by external factors. These ultimately determine the managers' inner-satisfaction and various motivations to serve the community and, the complex, inter-linked organisational structure and employee relations directly influences the effectiveness of NGO managers at work. Moreover, it is these socially driven and highly complex external factors which are beyond the control of the managers, which dominates the contextual factors, influences all the parameters and the effectiveness of NGO managers in India. Although the parameters and contextual factors made sense and consider the complexity of inter-linked factors rather than one single influencing factor, the eight parameters of effectiveness within NGOs India also point to a mirror image of the characteristics of each dimension. What forms the motivation for greater effectiveness is also indicative of what the constraints and demands are which control the individual NGO

managers. Perception of the managers own and others effectiveness is linked to skills and abilities, and the NGOs expectations of the managers is reflected in the nature of the criteria for effectiveness. An apparent difference with the Model includes; non-existence of choices and opportunities and the lack of formal development for NGO managers.

The Model (Analoui 1999, 2002) is valid and applies to this context, however, it has been adapted and modified as the characteristics of each parameter and contextual factor considers the uniqueness of the context of the study which facilitates the feasibility of the research for NGOs managers' effectiveness in India. The significance of this research and for the development of NGO managers in India, the implications of these findings are countless, of which, are presented and dealt with in the final succeeding chapter. In the proceeding chapter, relevant conclusions will be made to draw relevant conclusions based on the findings of this unique research. Moreover, implications for further research and its application within other developing countries will also be mentioned.

6.4 Summary

This chapter has presented the findings and discussions of the analysed data which Analoui's Model (Analoui 1999, 2002) has been contextualised for this unique context. The aim has been to identify the causal and behavioural influences which determine the managerial effectiveness of NGO managers in India.

The findings of this research indicate that the concept of managerial effectiveness has been tested and measured and has resulted in an elusive nature and a concept which is difficult to define and quantify. The nature of managerial effectiveness in Indian NGOs is moreover, a highly personalised one, as managers are expected to make a qualitative difference as to how things get done and achieved. Considering the progression of time and imminent changes and demands in the third sector and NGOs organisations in the emerging and rapidly modernising country of India, there is a high demand for skilled employees in order to strive and attain goals. As managers have to contend with complex and

extraordinary challenges it is therefore, vital to develop NGO managers according to their experiences, interpretations, motivations and processes which will contribute towards, enhance and increase their effectiveness at work.

CHAPTER SEVEN

CONCLUSION

7.1 Introduction

This first time research study has aimed to explore the level and perception of managerial effectiveness among NGO managers in India. Chapter one has provided an introductory discussion to the subject of this research, which focuses on bringing together the research background and rationale for the study, the aims and objectives and the approach to be adopted for carrying out this research. Additionally, the topics of research, managerial effectiveness and the research questions have also been presented. Chapter two examined and reviewed the development of major management schools of thought, managers and managerial effectiveness, and as a managerial and a third sector phenomenon. Definitions, characteristics and understanding the concept of management and development among NGOs and in the Indian context was also discussed. Additionally, the exploratory framework of; Eight parameters of managerial effectiveness (Analoui 1999, 2002) employed for the study of managerial effectiveness within the NGOs sector in India was presented.

Chapter three explored the characteristics of India and the state of the NGO sector and its contribution to development as a whole. Internal and external factors associated to poverty and health, socio-economic structures, globalisation and modernisation impacts in India were also discussed. The chapter also highlighted an individual account of the participating NGO case-studies, which provided further insight into the context of this research. Following this, chapter four described how the qualitative research design and methodology was developed to achieve the research objectives, to answer the research questions, and, it also brought together all the proceeding chapters. Additionally, it explained how, why and when the research was carried out. Chapter five provided the descriptive analysis and characteristics of the collected data in the form of; tables, graphs, charts and direct quotes. Chapter six introduced and discussed the major findings of the research in connection with the research propositions. It attempted to interpret the research findings within the conceptual

framework and Model provided by existing academic theories, and has been substantiated by the empirical studies reviewed in chapter two.

Finally, chapter seven summarises and concludes the whole thesis. Firstly, the objectives of the research are revisited and the major findings of the research are highlighted in context of the Model (Analoui 1999, 2002). Following this, the theoretical and practical contribution of the research with respect to the existing theory in managerial effectiveness is presented. The contribution of this research for policy-making, managerial development and training and development (T&D) implications for NGOs and their managers in India is discussed. Finally, the limitations of this study are assessed and evaluated, and recommendations for further research are proposed.

7.2 Revisiting the Aim and Objectives of This Research

There has been an absence of empirical research examining NGO manager's effectiveness. The vital importance of NGOs in India in terms of their role, visibility and development initiatives linked to members of the high-risk groups which is thus, associated to government intervention programmes at district, local, state and national level, has meant that clarification of the processes which ultimately lead to NGO managers increased effectiveness at work, will have paramount implications for the modernisation of the NGOs and the third sector as a whole in the developing country India.

The aim of this research has been; to explore the parameters of managerial effectiveness among the managerial staff of NGOs in Maharashtra and Goa States in India. The main objectives of the research include;

- A critical review of the literature on management, development, managerial effectiveness and NGOs management
- Understand the perception of managerial staff of the eight parameters of effectiveness and three contextual factors
- Assess the implications for improving the managerial effectiveness in these NGOs and other NGOs

- Contribution towards policy formation of HRD and development of NGOs

In order to achieve the aim and objectives of the research, Analoui's Model (1999,2002) of 'Eight parameters of managerial effectiveness' which was developed in the Ghanaian public sector was contextualised for NGO managers effectiveness and development among NGOs Maharashtra and Goa States in India. The identified parameters and contextual factors have relevance for the improved performance of manager's effectiveness, however, this must be considered in relation to the particular context in which the managers work.

7.3 Key Findings of the Research

Overwhelmingly, the key finding of this search is that the eight parameters of managerial effectiveness and the three contextual factors need to be considered as a fundamental part of the process of organisational development. Although training and development (T&D) provides one major aspect of development for managerial effectiveness, further aspects have to be dealt with strategically such as; leadership style, challenges, difficulties and opportunities, motivation and relationships. Therefore, for NGO managers to be effective at work it is vital for comprehensive policies to exist which are designed realistically and implemented professionally through appropriate capacity building and development initiatives, which incorporate and reflect the mentioned parameters.

Importantly, the most relevant conclusion reached relates to the presence of the eight parameters of managerial effectiveness and the behavioural and causal influences which were explored and analysed through this study. They identified the NGO managers as individuals and the NGOs influences which lead to improving the effectiveness of the managers and NGOs as a whole.

7.3.1 Demographic Data

The demographic data has enhanced the realistic profile of the NGO managers, are inter-linked and relate to the individual parameters of effectiveness and contextual factors. Female managers dominate the workforce, as the notion is that with natural coping mechanisms to deal with the deep-rooted cultural and social pressures, their existence and participation in the NGOs is more conducive

to their belief system and lifestyles. Irrelevant of the age factor and the notion that older people represent wisdom, rationale, and experience, all the NGO managers showed equal physical and mental energy and behaviours. NGOs have a changeable organisation structure and a hierarchal system related to managers job roles and positions vaguely exist.

Additionally, work experiences have a significant effect on the managers' level of job satisfaction, their actions and decision-making which are related to the nature of the work, responsibilities, achievement and recognition for work well-done. Furthermore, NGO managers are highly educated, and their knowledge, education and professional qualifications are directly linked to their skills, competencies and training and development (T&D) needs. Moreover, inequalities in the number of staff each individual manager is responsible for exists. Managers with the larger number of subordinates undoubtedly have the largest share of the workload, thus, they have less time for their own development.

7.3.2 Parameters of Effectiveness

In relation to the parameters of effectiveness, NGO managers are aware of their own and other effectiveness at work. They have specific leadership qualities, are multi-faceted and a people-person who has various attributes to confidently deal with people at work. Despite that traditional management and development approaches have existed within the complex nature of the third sector organisation in India, managers are aware of, and further understand the need for specific skills, competencies and training and development (T&D) relevant for their own effectiveness at work. There are specific criteria for managerial effectiveness which are holistic and humanistic in nature, and are predominantly based on expectations and a particular way of working. NGO managers' motivations relate to hygiene factors, intrinsic reasons and extrinsic motivators which are inter-linked challenges associated to issues relating to the NGOs rewards system and, training and development (T&D) which managers have to contend with, and adversely, influences ineffectiveness. Moreover, a cluster of internal and external demands and constraints present within the NGOs hinder

the effectiveness of NGO managers. Choices and opportunities relate to demands and constraints, and the absence of adequate development and an appraisal system indicates the presence of non-existent choices and opportunities within the context of NGO managers in the developing country India. The presence of 'role culture' indirectly forces managers to adopt 'person-cultures'.

Managers' effectiveness is determined by the overall performance of the NGOs. Awareness of a two-way relationship exists however, emphasis is placed on the internal-relationships rather than with any other connected organisations. Moreover, there is hardly a defined dominant managerial philosophy being used. Improvements towards more systematic and open-system approaches of working are required as complex internal and external influences pose major challenges for the NGO managers increased effectiveness at work.

7.3.3 Contextual Factors

As the findings and discussion point to the overwhelming presence of factors which constitute all the parameters of managerial effectiveness, there is also a need to consider the contextual factors, which determine the choices of behaviours and the degree of NGO managers' effectiveness. Personal attributes of the manager and internal factors of the NGOs are predominantly influenced by external factors. These ultimately determine the managers inner-satisfaction and various motivations exist to serve the community and, the complex, inter-linked organisational structure and employee relations directly influences the effectiveness of NGO managers at work. Moreover, it is these socially driven and highly complex external factors which are beyond the control of the managers, which dominates the contextual factors, hence, influencing all the parameters and the effectiveness of NGO managers in India. Although the parameters and contextual factors made sense and considering the complexity of inter-linked factors rather than one single influencing factor, the eight parameters of effectiveness within NGOs in India also point to a mirror image of the characteristics of each dimension. What forms the motivation for greater effectiveness is also indicative of what the constraints and demands are which

control the individual NGO managers. Perception of the managers own and others effectiveness is linked to skills and abilities, and the NGOs expectations of the managers is reflected in the nature of the criteria for effectiveness. An apparent difference with the Model includes the non-existence of choices and opportunities and formal development of the NGO managers.

7.4 Contribution of this Research

The notion of managerial effectiveness has been paramount and a vital part of managerial thought and action, however recently, the notion has increasingly moved towards the pressures and constraints on managers and what they are expected to achieve. In addition to managerial implications, this research has theoretically and practically presented important contributions to knowledge in the field of managerial effectiveness and development. These will be presented in the following discussions.

7.4.1 Research Contribution to Theory and Knowledge

The individual findings associated to the research objectives have been discussed in previous sections, and their interpretations in relation to existing academic theories have been further discussed in detail in chapter six. Some findings yielded in support of scholars and researchers, and modify and further elaborate existing concepts proposed in the literature.

Analoui's model (1999, 2002) has previously been tested in peaceful and some conflict areas, whereas in the context of this research, it is very different. Numerous multi-faceted, complex and socially constructed norms, values and traditions are a continuous daily concern for NGO managers, and thus, influence their managerial effectiveness at work. This research has attempted to discuss the findings and answer the research questions. From a theoretical perspective it is unique and a first-time study at PhD level, which focuses on managerial effectiveness among NGO managers in the developing country India. It has attempted to fill an existing gap in the literature concerning aspects of this phenomenon in this context.

The concept of managerial effectiveness specifically remains one of the topics that continue to be of interest for management scholars, researchers and practitioners. Despite that much has been written on the importance of managerial effectiveness, it remains a fact that it is a difficult concept to define or measure. There are relatively few empirical studies which consider the real needs of managers; moreover, there has been an absence of managerial effectiveness studies carried out within the third sector environment organisations in both the developed and developing countries. Moreover, there is no general agreement on the degree of importance attached to the various parameters of effectiveness and the three contextual factors, as the nature and changes in circumstances of the context advocates the need to place different degrees of importance to these factors. Therefore, there is an essential need for continuous research into managerial effectiveness in this sector, and within varied contexts.

This research highly benefits from the 'Eight parameters of managerial effectiveness' model originally developed by Analoui (1999, 2002). Theoretically, the research builds on the assumptions, findings and the framework within the public sector organisations, and explores the implications of the model in the context of NGO managers in the developing country of India. Moreover, the research contributes to the field of enquiry in terms of contextualising the Model (Analoui 1999, 2002) which demonstrates that primarily, the external factors impact the effectiveness of NGO managers to a large degree. Considering this, cultural forces, conditions and circumstances determine the nature of the personal, organisational and socio-economic relationships which are influenced by the presence of the phenomenon among the NGO managers. Therefore, the concept of managerial effectiveness must be considered in relation to the differences in the context and, variations according to the multi-faceted nature and characteristics of the individual manager, the organisation, the demands and constraints in the environment, and, the occurring changes with respect to various complex circumstances.

7.4.2 Theoretical and Practical Contribution

This research adds to the present stock of knowledge on managerial effectiveness, and contributes to the original theory. Practically, it provides policy

implications for NGOs and their overall effectiveness. It presents human resource development (HRD) implications for designing and implementing adequate training and development (T&D) for NGO managers in India. It provides guidelines for the NGO organisations and NGO managers which will enhance and improve various aspects of their organisational performance and managerial effectiveness at work. Additionally, it presents additional guidelines for government and divisions, consultants and institutions who are involved and associated with third sector NGOs in India.

7.4.3 Policy Implications

In view of the findings, and the importance of this research study relies on the assumption that the results of this research will provide the NGOs management and official organisations such as the National Aids Control organisation (NACO), Maharashtra State Aids Control Organisation and District Aids Control Organisation (DAPCU) and, Goa State Aids Control organisation (GSACO), with a more realistic approach and profile for understanding the challenges NGO managerial staff have to contend with.

It provides guidance for more relevant, specific and unique development for the NGO managers, to include; human resource development (HRD) programmes and initiatives which will introduce a mixture of innovative trends of training methodology and approaches for increased NGO managers' effectiveness. Moreover, as the NGOs are providing a service for different welfare activities, their holistic approach needs to be further developed and enhanced in harmony with the training and development (T&D) of the managers.

It is strongly recommended that the NGOs management and its human resources need to have and implement a clear policy for management development. Additionally, a comprehensive implementation strategy needs to be developed in collaboration with the State and District level governmental organisations for the allocation of the required resources, of which, the management development policy should then be integrated into the overall human resource planning and development policies and strategies within the NGO organisations. NGOs management must additionally identify that the development and growth of its

managerial staff must be given a high degree of importance, and place upmost priority in the formulation of human resource development policies for this purpose. It is also therefore, important for the NGOs management and Trustees to identify and acknowledge that their managers' effectiveness at work is of vital importance in relation to the NGOs overall effectiveness. Moreover, training and development must be linked systematically to other activities of human resource management within the NGOs, to improve managerial and institutional effectiveness. Management development efforts should be backed up by an effective system of appraisals, career planning, organisational planning & structure and, the presence of an improved management information system. As the findings indicate both internal and external influences contribute towards the NGO managers' effectiveness at work, it is also important that a set of realistic criteria for promotion, and career succession activities are established by the NGOs for their managers, and which must be rigorously adhered to.

In order to promote the status of managerial training and development, changes need to be introduced to the organisation in general. The NGOs management must consider the strategic importance of training and development (T&D) for their managers, and provide an appropriate environment in order to take advantage of the overwhelming interest and support them through active participation. Moreover, these concerns should be clearly reflected in the relevant NGOs policies and consistently adhered to in order to ensure increased managerial effectiveness at work.

7.4.4 Training and Development (T&D) Implications for NGO Managers

Based on the results and findings of this research, valuable suggestions are drawn which reach some conclusions with regard to the importance of NGO managers development needs. NGO managers in India, regardless of their qualifications, the nature of their job, role or category, it is perceived that they urgently required the need to acquire and benefit from relevant training and development (T&D), as they believe that with the rapidly changing environment and factors, training and development (T&D) is an inevitable and paramount requirement for their effectiveness at work, and; for the overall improvement of the NGOs effectiveness as a whole. Moreover, the context of their training and

development programmes must be designed specifically in such a way as to acquaint the unique nature of their work and environment with modern management concepts, theories, functions and techniques.

In order to ensure the overall effectiveness of the NGO managers, their development must be considered as an integral part of the process of organisational development. It is highly important that the perceived obstacles which relate to managerial effectiveness, and management training and development programmes are as much as possible designed realistically and implemented professionally by the organisation. A clear policy which incorporates an adequate appraisal system is required and must be adopted in order to identify and analyse the NGO managers' development needs. A mixture of both internal and external training and development (T&D) functions, which are designed systematically based on a thorough assessment of their needs and clear objectives must be adopted. Additionally, these programmes and opportunities should be oriented towards the practical aspects of managers' work and deal with the problems with which they encounter in their work situations. Alongside the current methods in practice at the NGOs, such as on-the-job training and coaching; investing and implementing in managerial training and development (T&D) programs which incorporate various new and innovative teaching and learning methods to the NGOs, and which, further encourage active participation and provide the actual involvement of the managers in the learning process is essential. These include; Informal learning and work related group discussions, attending seminars and workshops to gain external exposure, programmed and self-learning methods. Consequently, the findings indicate that the NGOs financial resources need to be adequate and available in order to invest in the managers' professional development at work, and to spend from 1 to 3 days or longer to attend seminars, conferences and workshops which are specific to the third sector work in India and offered by various external consultants and agencies.

Additionally, behavioural modelling will ideally engage the NGO managers' development through modelling, role-play, social reinforcement and the transfer of training. Moreover, considering the context of this research, audio-visual and

computer-based training (CBT) is a realistic approach, which incorporates interactive systems to create a complex training environment to increase knowledge and skills. Aspects of lifelong learning need to be incorporated into the NGO managers training and development (T&D) needs, which enables continuous learning experiences and opportunities to learn new skills and exposure. Team training which focuses on technical, interpersonal and team management issues is highly essential in order to address concerns related to communication, handling conflict, problem-solving and the managers' leadership.

Furthermore, from the findings it can be drawn that job-rotation and action learning methods need to be implemented for the NGO managers. Through this, managers experience other departments and duties such as within the finance department, to broaden their knowledge, understanding, abilities, avoids stagnation and prepare for job promotions. Additionally, it will contribute towards improving the inter-departmental relationships and cooperation at the NGOs. Moreover, incorporating updated and relevant off-the-job training and development (T&D) techniques such as case-study methods, enables the managers to solve realistic problems they encountered at work. Enabling the manager to analyse, diagnose problems and present findings and solutions through various communicative approaches.

7.5 Limitations of the Study

As with any qualitative and empirical study, this research has also encountered limitations which include a number of constraints and circumstances. Firstly, the researcher could not get data concerning the NGOs overall performance, as a result of management sensitivity perspectives, and the lack of adequate appraisal systems in place. Therefore, this research could not explore the relationship between performance and mission statement, human resources (HR) and human resource development (HRD) capabilities. Nevertheless, through the perceived opinions of NGOs managers some of these mentioned relationships have been explored. Secondly, although the researcher received an overwhelming response from a large number of NGOs in India to take part in this research, the small sample size was convenient and decided adequate which entailed lower costs for the self-funded researcher, and for accuracy in data collection and

analysis for this first-time, small-scale research. Thirdly, information from the NGOs service users and clients regarding the effectiveness of the managers was not obtainable, as a result of the nature of the high-risk group members and sensitivity which would have included various and prolonged ethical approval processes, of which, this research had very limited time and resources. Despite this, the opportunity for future research to include this target group will reveal and explore interesting opinions relating to NGO managers effectiveness in India, adding to the body of an unexplored area in relation to managerial effectiveness in developing countries. Finally, the research experienced a number of unforeseen circumstances and personal challenges which contributed towards the limitations of the study, some of these included; being self-funded with financial constraints and time limitations.

7.6 Suggestions for Further Research

This research has focused on a vital aspect of managerial effectiveness of NGO managers among the Maharashtra and Goa States in the developing country India. In light of the findings and limitations of this research study, there are many other research possibilities which are presented below.

Firstly, it has been highlighted in the research limitations that this research sample focused on four case-studies located in Maharashtra and Goa States in India. In order to reduce and eliminate this limitation, it is suggested that initially, this research is replicated to include a wider sample size encompassing the whole of Maharashtra State as much as possible; to then gradually increase and widen the sample size and scope of the study to include NGOs from other neighbouring and connecting States. It will be more valuable to assess and furthermore, to explore the notion of how NGO managers perceive their own managerial effectiveness at wider State and connecting State-levels.

Secondly, it is emphasised that the researcher was unable to get data regarding the NGOs performance as a result of the management sensitivity perspectives and, the lack of performance appraisal among the NGOs. Therefore, an exploratory case study research consisting of Indian NGOs performance specifically with variables such as; mission statement, human resources (HR) and

human resource development (HRD) capabilities would be valuable. Moreover, this can also be applied as a comparative studies at international level involving Indian NGOs and NGOs from other developing and developed countries. Such comparative studies will raise highly valuable awareness among the managers, intervention bodies and organisations, and further yield significant results among NGO organisations and the third sector environment, thus; a more collaboration of case-studies and research should be encouraged which facilitates and contributes towards this exciting body of emerging knowledge.

Thirdly, since the study focused on certain categories of managers and their perception of their own managerial effectiveness at work, it would be interesting to extend future studies to include the NGOs managers from the top-management structure, to include; directors, advisors and trustees, and, the clients and members from the high-risk groups of which, will reveal any consistencies and new original findings and results.

Additionally, to include the views and opinions of the service users, clients and members from the high-risk groups and other emerging groups, will be valuable to reveal any inconsistencies and new original findings relating to NGO managerial effectiveness in developed and developing countries.

Appendix 1: Letter of support – Dr. Dhingra, Government of India



Dr. Neeraj Dhingra
Deputy Director General

Government of India
National AIDS Control Organisation
Ministry of Health & Family Welfare
6th Floor, Chandralok Building,
36 Janpath, New Delhi – 110 001
Tel.: 011-43616610

X-19014/10/2008- NACO(TI)
(NGO & TI Division)
Dated: 12th June, 2012

Dear Madam/ Sir,

This is with reference to the proposal for the PhD research proposal entitled “ Behavioral aspects of sex workers and truck drivers in India and its institutional and management implication”, received from Mrs. Shehnaz, M. Bhore.

The above mentioned research was reviewed by the Department of AIDS Control. As approved by S&DG, NACO we have been requested to furnish the information required by the candidate for her study. In line with the same kindly provide the candidate with the list of NGOs working with the SACS in your state on different components such as TI, CCC and LWS. Kindly share the same information with the candidate Mrs. Shehnaz, M. Bhore by the 20th of June, 2012 and sent a copy of the same to NACO.

Contact details of the candidate:

Mrs. Shenaz Bhore
PhD Reseach
C/O Prof. Farhad Analoui (HRMD)
Department of Development and Economics Studies (DES)
University of Bradford
Bradford
BD7 1DP
West- Yorkshire
England

Email: s.m.bhore@student.bradford.ac.uk ; shehnaz-bhore@hotmail.co.uk

Thank you,
With Regards

Yours Sincerely,

(Dr. Neeraj Dhingra)

To,
The Project Directors,
All State AIDS Control Societies.

TALK AIDS: STOP AIDS

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